

Budget & Resource Committee
Thursday, November 20, 2014
9:30am – 11:33am

Attendees: Mark Heitz (Chair), Beau Willis, Mary Ellen Zuckerman, Dawn Jones, Craig Ross, Scott Haines, Leah Barrett, Katy Wilson, Mike Andriatch, Roxanne Johnston, Dan Petree, E. Witmer, Kenton DeCross, Jacob Jackson, Karen Riotto (Staff), Crystal Hallenbeck (Staff)

Guests: Jeff Smith

1. Division Presentations

- *Included below are some highlights from each presentation.*

a. Enrollment Management and Student Affairs

- Katy Wilson and Leah Barrett presented on behalf of EMSA.
- Highlights include:
 - Slide 2 – Changes were made to how orientation fees are assessed and collected. For transfer students the College used to run SOAR. Now students are required to participate in an online orientation for which a fee is automatically assessed to their student bill. For First Year Orientation, an orientation fee is assessed to all incoming students through the Banner system. If a student cannot attend the in-person orientation, they can participate in an online session. This is much more efficient for the program. In the past students and parents would pay separately when they attended an orientation session.
 - Slide 4 - \$20,000 is allocated to the Leadership Development Program each year. \$42,000 is given to the LLC Program annually. This program has grown over the years. Right now there is more faculty involvement than ever before.
 - CFPC has given a recommended charge for the Academic Success Center Advisory Committee.
 - CHIP stands for co-curricular high impact practices.
 - Slide 5 – Degree Works is in the rollout phase.
 - A change in our recruitment strategy has led us to more accurately represent the state on campus in terms of diversity.
 - Slide 6 – On appearance, EMSA is pretty healthy budget-wise. There are many upcoming/known costs that will greatly reduce the rollover balance.
 - Slide 7 – EMSA has some significant balance problems in some of its IFR accounts (Health Center, Athletics). It is not believed that these are operational deficits as they are declining from year to year. Staff has had to make some significant budget changes though to make this happen.

- Slide 8 – Part of the Athletics problem was that in the past a great deal of expenses were charged to the IFR account. Some of these expenses should have been paid from other sources (Foundation, SUCF). Also not helping the bottom line, are the increasing fringe rates and payroll obligations.
 - Athletics has made changes to coaching staff by cutting back on part-time coaches.
 - It was mentioned that in the past fringe used to come back to departments. Now this has become part of the Campus financial plan.
 - In 05/06 or 06/07 it is important to note that overheads were added to the department.
 - Athletics has recently purchased a bus in hopes of saving on travel costs. According to budget plans, it is expected that this purchase will pay for itself within three years.
 - This purchase led to some operational changes. Roster sizes needed to become smaller so that all team athletes could fit on the bus.
- Slide 9 – Athletics is lowering its deficit by reducing expenses. This saving is not all being realized though because of the decreased headcounts.
 - It is estimated that the current decline in headcounts amounts to a \$200,000 loss to the Athletics budget.
- Slide 10 – Part of the Health Center's deficit is due to third party (insurance) billing not being in place yet. It has been in the works for three years now, but due to difficulties has not been able to be implemented yet. Lines (staff) have been moved around in anticipation of these new revenues adding to the deficit.
 - The Health Center does have an integrated care model and is accredited.
- Slide 11 – Right now there is approximately \$2.5 million in DIFR reserves. \$33 million in needs has been recognized by the Res Hall master plan.
- Presentation Questions:
 - For Athletics Projections – What enrollment assumptions are included?
 - EMSA planned on flat enrollments with revenue increases over the years. Revenue increases as based solely on fee increases. These figures will be adjusted as we move along.
 - Why don't we cut sports program?
 - We are Division 3 for sports and need to keep so many programs to stay attractive to potential students. Cutting sports program will have the opposite effect by most likely lowering enrollments. Right now, we are trying to recruit more male students. Cutting men's sports programs will not help this effort.

- Per Title 9, the College cannot cut women's programs.
- Why are operating expenses increasing in the IFR budgets?
 - A lot of this has to do with the fringe and contractual salary increases. The IFR budget managers may need to cut other items to maintain current budget figures. This will be a year to year decision. In this current year \$15,000 is being paid out for DSA that was not budgeted for, so adjustments will need to be made to stay within budget plans.
- What are the contingency plans?
 - Right now Athletics has two unfilled positions. These are generating savings for the program.
 - Athletics also has a Foundation account. There is much loyalty there, so it is easier for them to raise this type of funding. Last year, \$185,000 was brought in. The goal for this year is \$200,000. Moving forward the goal would be ten percent of the budgeted revenues. Goals have been and will continue to be built into performance programs of Athletics staff.
 - It was suggested that a "What If" analysis may be needed.
- It was mentioned to expect fee increase proposals from EMSA in the spring.
 - Will these increases make a difference?
 - The answer to this was that some additional revenue is better than none. With the last fee increase \$12,000 to \$15,000 in additional revenues were realized.
 - It was noted that total cost of attendance may need to be looked at in the near future.
 - The rationale tuition plan only calls for one more year of a tuition increase (15/16 last year) and we are limited by the HEPI percentage for our fee increases.

b. Academic Affairs

- Mary Ellen Zuckerman presented on behalf of Academic Affairs.
- Highlights include:
 - Slide 1 – There is a desire within the Provost's Office to find a budget officer within the division who could help maintain and monitor division budgets.
 - Slide 2 – A lot of energy is being spent on number 7, Management Enrollment at the programmatic level.
 - Slide 4 – Eurosims is an every other year program. It started on the Brockport campus many years ago and is administered by the Public Administration department. Funds dedicated to this program support faculty and students attending a conference.
 - Slide 5 – There is a high faculty salary pool rollover in 13/14 due to conservative decision-making when it came to filling/refilling positions. A lot of positions were not filled and a call to fill positions did not go out. Only high needs items were submitted and reviewed. In a lot of situations, QAR's were replaced with adjuncts.

- Slide 6 – There is a general feeling within Academic Affairs that the division has been unfairly hit by budget cuts. Part of this is due to the Secretary 1 and Keyboard 1 restructuring.
 - In the near future, the Provost would like to sit down with Human Resources to review the support staff within the division.
- Slide 7 – Divisional Rollover is Provost Office money, which is allocated as the Provost sees fit. A recent example of an expense that was paid using rollover is the Bloomberg software for the School of Business. Two alumni agreed to donate funds as long as the campus matched their donation. The match came from the Academic Affairs rollover.
- Slide 8 – Future plans for the rollover include:
 - Accreditation – the Provost would like a program in place, so that we can add this to the monitoring report. So far, \$93,600 out of stabilization has been allocated for closing the loop activities. Some of these activities can be done without money as well. All closing the loop activity must be documented.
 - Program Excellence – the Provost would like to invest in well-known programs and clear obstacles to growing these programs (ex. space). One of these programs would be Nursing, which has a business plan.
 - Gen Ed Innovation – Currently four different areas are working on this. (Dr. Fox – scheduling, College Senate – general education, the Gen Ed Assessment Committee, and the Gen Ed Innovation Team)
 - Enrollment and Program Mix – Sometimes it is easier to have an outside person look at this. If this is pursued, funds will be reallocated from within the division versus asking for new money.
 - Setting aside money for innovation is a goal.
- Presentation Questions:
 - In regards to closing the loop activities, how will this money be reallocated if not used/needed?
 - Funds for this initiative were one-time dollars (not permanent) and anything that is unspent will roll back to the Provost's Office at the end of the year.
 - This will be a continuous improvement process.
 - What is the Priority Needs item for an International Admission Advisor?
 - This was a two-year hire for OAP to help with the recruitment of international students.
 - The Provost will be going to Korea with the Director of OAP. We have a competitor that is trying to edge us out, so having both of them representing the College will be beneficial. They will also be visiting China in their travels.

- The recruitment of international students is going great, but we need to make sure there is appropriate support in place for these students once they arrive on campus.
- What is the permanent allocation for faculty upgrades?
 - This funding is to support the annual step increases of faculty members.
- Is a salary compression study needed?
 - Our new Director of Human Resources has experience conducting this type of study. We could study our campus and review the results. Then it would be decided if we want to put resources here. When reviewing the results, it is important to consider the benefits state employees receive.
 - It was noted that this might require a larger conversation.

2. Other items from the Committee?

- A discussion was had regarding StartUp - New York.
 - The College has two facilities in Rochester and some vacant land on campus that could potentially be considered tax free land through this initiative.
 - We are currently working with *Precision Optics* on a StartUp - NY venture.
 - Right now, the company is in the application phase. BRC is being given the opportunity to review this application and give opinions/recommendations.
 - *See 11/18/14 email provided by Beau Willis.*
 - Precision Optics is an eleven employee company that moved to Brockport to take part in this new initiative.
 - They are now in the process of moving to the College's vacant space in the MetroCenter.
 - Only new employees will be working in this facility.
 - The company will have its own network and telephone system independent of that of the MetroCenter.
 - Through SUNY Finance tax exempt bonds we can issue a zero consideration lease.
 - Through this agreement the company will only be charged for items such as electricity, heat and daily maintenance.
 - The College will not make money on this agreement.
 - This is a temporary relocation for the company, with an estimated stay time of three months. After this time period, the company working with the College will have to amend this agreement and go through the approval process again.
 - This agreement was supported by the Committee.
- One question that arose was about the risks/costs related to StartUP-NY.
 - In general, any business that would like to participate in this initiative will not be located on our campus. This would hold its own set of risks/costs such as parking and the newly implemented background check process.

- The only possible risk would be that the business activity of the companies involved would be directly tied to the College's name
- A small leadership group will be meeting to rewrite the BRC's charge. This was last modified in 1997.
- Call letters for the upcoming year are also in the works and will be a discussion item at an upcoming meeting.