

The College at Brockport

Department of Intercollegiate Athletics



2015-16 Proposed Budget

Submitted by Erick Hart – Director of Athletics

2014-15 Financial Review

The Department of Intercollegiate Athletics sponsors 23 sports and has 600 student-athletes. We are members of State University of New York Athletic Conference (SUNYAC), Empire 8 (Football), NCGA (Gymnastics), ECWC (Wrestling), and ECAC conference.

Revenue

- Student fee revenue has not met projection.
- More aggressive efforts with sponsorship and hosting outside groups has allowed these revenue areas to grow modestly.

Expenses

- The following cost containment measures have resulted in reduction in annual operating expenses:
 - Strategic review and implementation of transportation/travel expense reduction strategies
 - Frozen Track & Field Head Coach position
 - Did not replace Assistant Athletic Director position
 - Roster Management
 - Travel /Schedule Management
 - Cross training of staff
 - Accounting changes to more efficiently pay University Police who work athletic events
 - Utilizing dollars in Golden Eagle Society accounts
- Purchased a 41 passenger bus to offset transportation costs.
- Increasing costs of fringe benefit and mandatory salary increases

The Department of Intercollegiate Athletics is currently carrying a deficit. The deficit is not from yearly operating expenses but from an annual carryover. We project that the 2014-15 year-end balance will be in the black as was the 2013-14 year-end. Any operating surplus realized is used to offset the carry forward deficit. However, a projected budget deficit of nearly \$600,000 remains. The budget summary included in this packet shows a positive cash balance, because it includes our Golden Eagle Society funds – which are contributed by donors for specific projects and cannot be used for operating expenses. The consolidated financial statements do not paint a clear picture. The negative fund balance in the state account is decreasing and will continue to decrease with support of student fee increases and freezing the overhead that is returned to the college-wide reserves.

2012-13 (\$882, 472)

2013-14 (\$760,272)

2014-15 Projected (\$595,923)

We have made significant process in reducing our deficit and will continue to make tough choices to return to the black. As noted above, we have reduced operating and staff expenses. However, the bottom line is that a majority of our budget comes from student fees. Meeting enrollment targets is critical to maintenance of operations.

2015-16 Budget Summary

The Department of Intercollegiate Athletics is requesting a fee increase in the amount of \$12 for 2015-16. This is an increase of 3.0% from 2014-15. The additional revenue is to address the deficit; mandated salary increases; increasing costs of equipment and supplies; and to invest in a long-term strategy for vehicle purchases. The purchase of new commercial washers and dryers is imminent as the current machines are 20 years old and are unable to be maintained. Moreover, creating a five-year cycle of vehicle purchases will, in the long-term, save the department money in travel costs.

The second request is to cap the overhead that is returned to the campus reserves at \$400,000/year. The cap will provide continued reallocation of resources to college-wide reserves at the current rate, while ensuring that future revenue from student fees can be used for their intended purpose – support Intercollegiate Athletics. Creating a cap will enhance the sustainability of our athletics programs. The current financial system is not set up for success. Each time a fee increase is approved, 16% of the allocation is returned to the campus. There is no argument with athletics providing a contribution...this proposal requests that the overhead be capped at current levels. The rising cost of doing business, ie, mandatory salary increases, fringe benefits, travel expenses, etc. are already the responsibility of the department. The percentage based OH allocation creates an additional burden on the department.

Below is a chart that outlines the overhead allocations for the past few years and how it will look in the future. This proposal will not impact overhead charges for generated revenue from facility rentals or ticket revenue.

Intercollegiate Athletics Overhead Cap Analysis							
		2012-13	2013-14	2014-15 Projected	2015-16 Budgeted	2015-16 Proposed Cap	Proposed Cap for Future Years
	OH Contribution to EMSA	\$ 42,700	\$ 42,700	\$ 42,700	\$ 42,700	\$ 42,700	\$ 42,700
	Student Fee OH (16% to Campus Reserves)	\$ 382,248	\$ 402,300	\$ 397,600	\$ 425,800	\$ 400,000	\$ 400,000
	F&A OH (16% to operations for other revenues)	\$ 14,352	\$ 8,800	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600
	TOTAL	\$ 439,300	\$ 453,800	\$ 449,900	\$ 478,100	\$ 452,300	\$ 452,300

The projected cash balance at the end of 2015-16 is \$169,664.

The budget office provided enrollment and fringe benefit figures for the 2015-16 fiscal year.

ATHLETICS FEE - REVENUE DETAIL

	<u>\$12 increase</u>
gross increase	\$ 123,500.00
less 16% overhead	\$ 19,760.00
less uncollectable = -5%	\$ 5,187.00
net increase	\$ 98,553.00

The \$98,553 will be used to cover fringe benefits and mandatory salary increases, the purchase of a new commercial washer and dryer, transportation needs and help offset the deficit. The department will not be able to address many of its financial planning goals in the short-term until it is able to contain costs over time.

Transportation Investments

Our intention in 2015-16 is to purchase a new 15 passenger van. This will bring our fleet of vehicles to one (1) bus and three (3) vans. We are also currently exploring the purchase of a second bus for the department. The bus will pay for itself after three (3) years and should last 6-8 years. The number of programs we sponsor requires multiple vehicles. If we cannot afford to buy the second vehicle outright we will consider leasing a vehicle for three years. In running projection costs on transportation, two buses is the ideal number for a department of our size. We have looked at all factors related to this purchase (drivers, maintenance and repair, gas, etc.) and have worked with Facilities and Procurement throughout this process. This is a significant expense, but one that will save us money in the future.

This is the final year of our charter bus company contract (Covered Wagon). We are currently working with the Procurement Office on a new contract. We anticipate the new contract will increase which is why the addition of another van and 2nd bus is so important. We have spent the following with the charter bus company over the five year contract.

2010 – 2011 \$241,000

2011 – 2012 \$251,000

2012 – 2013 \$229,000

2013 – 2014 \$194,000

2014 – 2015 Projected expense \$145,000

Supplemental Budget Information

2015-16 Budget Request Summary							
Program: Athletics							
	(A) 2012-13 Actual	(B) 2013-14 Actual	(C) 2014-15 Approved Budget	(D) 2014-15 Projected Budget	(E) 2015-16 Proposed Budget	(F=E-C) Change from 2014-15 to 2015-16	(G=F/C) % Change from 2014-15 to 2015-16
1. Fee Rates							
a. Full-time Undergraduate - annual rate	\$ 369.00	\$ 387.00	\$ 405.00	\$ 405.00	\$ 417.00	\$ 12.00	3.0%
b. Part-time Undergraduate - per credit hour	\$ 15.38	\$ 16.13	\$ 16.88	\$ 16.88	\$ 17.38	\$ 0.50	3.0%
2. Revenues							
a. Athletics Fee	2,384,900	2,526,100	2,677,900	2,677,900	2,801,400	123,500	4.6%
b. Summer Camps & Other IFR Revenues	89,700	55,000	60,000	60,000	60,000	0	0.0%
c. State Allocation	886,600	934,100	929,700	938,200	1,004,200	74,500	8.0%
d. Brockport College Fund Donations	547,400	433,400	10,000	400,000	400,000	390,000	3900.0%
e. Advancement - Golden Eagle Society	190,000	100,700	340,000	60,000	50,000	(290,000)	-85.3%
f. College Work-Study	86,000	83,300	85,800	94,100	94,100	8,300	9.7%
g. Estimated Uncollectible Revenue (-5%)	0	0	(133,900)	(133,900)	(140,100)	(6,200)	4.6%
h. Total Revenues	4,184,600	4,132,600	3,969,500	4,096,300	4,269,600	300,100	7.6%
3. Expenditures							
a. Personnel Service Regular	1,099,100	1,105,000	1,175,400	1,145,700	1,287,900	112,500	9.6%
b. Temporary Service	401,200	402,200	419,300	407,600	429,300	10,000	2.4%
c. Student Temporary Service	169,200	130,500	117,600	111,000	124,100	6,500	5.5%
d. Supplies & Expense	1,911,600	1,538,300	1,252,900	1,465,700	1,440,000	187,100	14.9%
e. Equipment	38,600	20,000	0	2,200	35,000	35,000	#DIV/0!
f. Fringe Benefits	412,900	314,200	375,100	336,200	398,500	23,400	6.2%
g. Admin & M&O Overheads to Admin & Finance	0	0	0	0	0	0	#DIV/0!
h. Total Expenditures	4,032,600	3,510,200	3,340,300	3,468,400	3,714,800	374,500	11.2%
4. Operating Surplus/(Deficit) (2g- 3h)	152,000	622,400	629,200	627,900	554,800	(74,400)	-11.8%
5. Transfers From(+) / To(-) Other Accounts (specify)							
a. To Program Reserves	0	0	0	0	0	0	#DIV/0!
b. To Campus Reserves for Division Budget Reductions	(42,700)	(42,700)	(42,700)	(42,700)	(42,700)	0	0.0%
c. To Athletics Foundation Account	(10,000)	0	0	0	0	0	#DIV/0!
d. To Staff Salary Pool for Positions Transferred to State	0	0	0	0	0	0	#DIV/0!
e. To Priority Needs - Staff Salary Pool Svgs - Prior Year	0	0	0	(3,700)	964		
f. Misc. Transfers	0	100	0	0	0		
g. Overheads to Campus Reserves	(396,600)	(411,100)	(416,600)	(407,200)	(435,400)	(18,800)	4.5%
h. Total Transfers	(449,300)	(453,700)	(459,300)	(453,600)	(477,136)	(17,836)	3.9%
6. Beginning Balance	46,300	(251,000)	(70,300)	(82,300)	92,000	162,300	-230.9%
7. Ending Balance (4+5+6)	(251,000)	(82,300)	99,600	92,000	169,664	70,064	70.3%
8. Staff FTEs (PSR) - charged to Athletics IFR	8.09	7.09	7.09	7.09	7.09	0.00	0.0%
9. Overhead rates							
a. Fringe Benefits	51.68%	55.48%	56.40%	56.86%	55.88%	-0.52%	-0.9%
b. Admin & M&O Overheads	16.00%	16.00%	16.00%	16.00%	16.00%	0.00%	0.0%
10. State Budget Support							
a. Total Allocation	886,600	934,100	929,700	938,200	1,004,200	74,500	8.0%
b. Staff FTEs	15.66	14.91	14.91	14.91	14.91	0.00	0.0%
11. Program Reserves							
a. Beginning Balance	60,000	60,000	60,000	60,000	60,000	0	0.0%
b. Current Year Additions(+) / Deductions(-)	0	0	0	0	0	0	#DIV/0!
c. Ending Balance	60,000	60,000	60,000	60,000	60,000	0	0.0%

Note: These dollars have been contributed by donors for specific projects and are not available for operating expenses.

Variances

The most significant variance between the 2014-15 and the 2015-16 budget is related to personnel service staff expenditures. In 2015-16, we will replace our head track & field coach. This is a position that has been frozen for two (2) years to help reduce expenses. We also plan to evaluate the vacant assistant athletic director position. This was a vacancy we did not replace in 2014-15 to help reduce expenses.

The other significant variance is supplies and expense expenditure. In 2015-16 we will be partnering with Facilities and the Advancement Office on upgrades to the Clark V. Whited Complex. The money used for this project will be private money that we have already collected from donations but the budget summary worksheet combines state and private money. We will continue to decrease state OTPS expenses. We plan to continue aggressive fundraising strategies to generate revenue to help offset increasing expenses. We have partnered with the Advancement Office to create a long range fundraising plan. Increasing our Golden Eagle Society funds will be a critical piece of our operation.

Reserve Funds

The department has a reserve account with \$60,000. However, this reserve account balance is offset by a nearly \$600,000 deficit.

Unfunded Requirements / Needs

The combination of the fee increase and overhead cap will allow us to pay off our deficit and address our transportation needs. Ideally, we also want to be able to offer full-time head coaching positions. Not only will this allow our athletic programs to improve but this will help with enrollment. Full-time head coaches will be able to spend more time recruiting students that can meet the challenges academically and athletically at The College at Brockport.

Trends

Expenses are expected to continue to rise:

- Mandated salary increases
- Equipment and supplies

Cost containment strategies:

- The addition of the new bus to transport our athletic teams will help significantly over the next few years. We will still have a need for the charter bus service, but this change should drastically decrease our transportation costs over time. We plan to save \$50,000 this year alone in travel expenses.

Revenue opportunities

- Growth in Golden Eagle Society giving.
- Increase Facility rentals (host High School playoffs and outside groups)
 - In 2015-16 we will begin hosting High School Sectional and State Football playoff games.

Ongoing Concerns and Challenges

- Pursue opportunities for NCAA matching grants to diversify staff.
- Address capital equipment needs related to transportation and vehicles to ensure safety of our student athlete.
- Monitor GPA, retention and graduation rates of student athletes.
- More support for Exceptional Talent students. Expand support through sophomore year.
- Increase non-student athlete participation in home contests.
- Create a system for capital equipment replacement.

Five Year Fee Plan

	Annual		Annual		Annual		Annual		Annual
	Approved		Requested		Planned		Planned		Planned
	FY 2014-15		FY 2015-16		FY 2016-17		FY 2017-18		FY 2018-19
Fee Request	\$405.00		\$417.00		\$427.00		\$437.00		\$447.00
									\$457.00

Supporting Materials

Athletic Mission Statement

The mission of the athletic department is to integrate intercollegiate athletics into the mission of the College at Brockport, which “has the success of its students as its highest priority.” We achieve this by focusing on four key areas, *to Integrate with the University, Achieve academically, Excel athletically and Play with integrity.*

Integrate with the University: At Brockport, keeping student-athletes focused on being a student first, they are treated like other members of the general student body. This experience allows student-athletes to pursue interests beyond athletics. Furthermore, Brockport Athletics builds and strengthens relationships within the Brockport community as well as helping the University connect with the greater regional community.

- Intercollegiate Athletics consists of over 600 student-athletes
- Sport Leadership Certificate w / LLP
- The Brockport Student-Athlete Advisory Committee (SAAC) and individual sport teams have participated in numerous community service projects throughout the year.
 - Partnership with Camp Good Days
 - Participated in International Walk a Student to School Day
 - Volunteered at the Empire State Games for the Physically Challenged
 - Organized and sorted clothing at St. Luke’s Church Clothing Shelter
 - Participated in the 5K Run, with proceeds going to charitable programs
 - Read program with the Rochester City Middle School Students
 - Helped students with move in day into the dorms
 - Soccer, lacrosse, wrestling and baseball youth clinics
 - Cleaned up Route 531 for Adopt-a-Highway program
 - Volunteered at race to benefit Diabetes
 - Volunteered at Athletic Events
 - Canned Food Drive
 - Leaf Raking Project
 - Served on committees such as Open House forum, Presidents luncheon Forum
 - Special Olympics
 - Saves for a Cure
 - Campus Clean Up
 - Coaches vs. Cancer

Achieve Academically: Student-athletes are encouraged to achieve excellence in the classroom as well as the competitive arena. At Brockport, athletics offers an education that supports and supplements the lessons learned in the classroom. Life-long skills such as teamwork, discipline, perseverance, and leadership are cultivated through intercollegiate athletics.

- The overall GPA of our student-athletes for the Fall 2014 semester was a 3.03
- 112 Fall and Winter student-athletes made the Dean’s list
- 54 earning Dean’s list with Honors accolades

- 6 were named to the President's List
- 81 Fall student-athletes (35%) earning a 3.30 or greater Fall GPA were named to the SUNYAC All conference team
- 13 student-athletes received a 4.0 GPA in the Fall
- Mandatory study hall for all Freshman and any student-athlete below a 2.5 GPA

Excel Athletically: Supported athletically by a talented and committed group of coaches and staff, student-athletes are encouraged to channel their passion and drive for athletic excellence by pushing themselves to be the best through hard work and high standards.

- Men's Basketball 2014 SUNYAC Champions
- Hosted 1st and 2nd round of 2014 Men's Basketball NCAA Tournament
- Women's Gymnastics 2014 ECAC Champions
- Men's Soccer received bid to NCAA Tournament (Fall 2014)
- Track student-athlete Rachel Malone won SUNYAC top female athlete award.
- Football hosted Courage Bowl with attendance of over 9,300 fans
- Moved up one spot in commissioner cup standings from previous year (5th place)
- 15 All-Americans
- 3 Rookie of the Year Award Winners
- 1 Player of the Year Award Winner

Play with Integrity: At Brockport, we foster a community of sportsmanship and compliance that is never compromised. While winning is important, it is kept in perspective.

- Every student-athlete is required to attend compliance meeting and sign a student-athlete code of conduct.
- Department rules are established for discipline actions
- In Fall 2015, we implemented a random drug testing policy for our department.

Intercollegiate Athletics Strategic Financial Planning Goals 2014-19

- Promote student success inside and outside the classroom.
- Improve gender equity allocations for women's sports.
- Improve the student experience as DIII athletes.
- Ensure the safety and development of student athletes.
- Convert part-time coaching positions to full-time positions.
- Convert full-time positions with responsibilities outside the Athletic Department, to full-time positions with additional responsibilities in Athletics.
- Increase the number of full-time coaches for sports which have large squad sizes.
- Increase the visibility of Brockport Athletics on campus, regionally and throughout the State.
- Ensure capital equipment is safe and appropriate.
- Promote support for facilities improvements.