Consolidated Budget Book

State University of New York at POTSDAM

2013 - 2014
State University of New York at

POTSDAM

SUNY Potsdam Leadership

College Council
June F. O’Neill, Chair
Roger B. Linden
Molly Clough
Bryan J. Hughes
Harold B. Johnson II
Kenneth G. MacDonnell

Student Representative
Sara Behuniak

Interim President
Dennis L. Hefner

President’s Council
Margaret E. Madden
Provost and Vice President for Academic Affairs

Natalie L. Higley
Vice President for Business Affairs
and Administration

Bruce C. Brydges
Vice President for Institutional Effectiveness
and Enrollment Management

Victoria L. Templeton-Cornell
Vice President for College Advancement

William G. Morris
Dean of Students

Peter S. Brouwer
Dean of School of Education &
Professional Studies and Graduate Studies

Steven J. Marqusee
Dean of the School of Arts and Sciences

Michael R. Sitton
Dean of the Crane School of Music

Carol M. Rourke
Assistant to the President
# TABLE OF CONTENTS

**A: SUNY Potsdam Consolidated Budget Book**

- Message from the President .................................................. A-1
- Mission Statement .................................................................. A-2
- Bicentennial Plan .................................................................... A-3
- Sustainability .......................................................................... A-5
- Capital Construction ............................................................... A-6
- Campus Financial Plan ............................................................ A-8

**B: University Operating Budget**

- Overview & Highlights ......................................................... B-2
- President’s Office ................................................................. B-7
- Division of Academic Affairs .............................................. B-9
- Associate Vice President for Academic Affairs .................. B-11
- Research and Sponsored Programs ....................................... B-12
- College of Arts and Sciences ............................................... B-13
- College of Education and Professional Studies & Graduate Studies .................................................. B-15
- Crane School of Music .......................................................... B-17
- Division of Business Affairs ............................................... B-19
- Information Technology ....................................................... B-20
- College Libraries ................................................................. B-21
- Division of Student Affairs .................................................. B-23
- Division of Enrollment Management ................................. B-24
- Division of College Advancement ........................................ B-25

**C: Residence Life Operating Budget**

- DIFR .................................................................................. C-1
- Highlights ........................................................................... C-1
- Planning Assumptions ......................................................... C-3
- Operating Budget ................................................................. C-3
D: SUNY Potsdam Auxiliary and College Educational Services

Overview ................................................................. D-1
Highlights ............................................................... D-2
Dining Services ....................................................... D-4
SUNY Card .............................................................. D-7
The College Store Retail Complex .......................... D-7
Vending Services ................................................... D-10
Washers & Dryers .................................................... D-10
Administrative Services ........................................... D-11

E: SUNY Potsdam Income Fund Reimbursable

Overview ................................................................. E-1
Highlights ............................................................... E-1
Comprehensive Fee Summary ................................. E-4
Student Technology Fee ............................................ E-5
Intercollegiate Athletic Fee ......................................... E-7
Student Health Services ........................................... E-9

F: State University Tuition Reimbursable Account

Overview ................................................................. F-1
Highlights ............................................................... F-1
Operating Budget .................................................... F-2

G: SUNY Potsdam College Foundation

Mission ................................................................. G-1
Overview ............................................................... G-1
Highlights ............................................................... G-1
Board of Trustees .................................................... G-8

H: Shared Services & Organizational Chart

Shared Services ....................................................... H-1
President's Organizational Chart ............................ H-5
CONSOLIDATED FINANCIAL REPORT

- President’s Message
- Mission Statement
- Bicentennial Plan
- Biennial Goals
- Institutional Priorities
  - Sustainability
  - Capital Construction
- Campus Financial Plan
  - Overview
  - Planning Assumptions
  - Highlights
  - Campus Financial Plan
This Budget Book utilizes an all-funds approach to present SUNY Potsdam's 2013-14 budget. The only components of the budget not included in the book are construction dollars, which come from a separate account; sponsored research, which varies greatly from one year to the next; and residence hall construction dollars; which are paid exclusively by the residence halls.

The 2012-13 academic year closed with a $2.3 million shortfall, even after accounting for a $1 million mid-year reduction. That budget shortfall was closed by utilizing nearly 50% of the campus’ reserve balances, which have been accumulating over time from any unspent campus-wide accounts, such as utilities.

The 2013-14 budget planning began with the continuing $3.3 million shortfall from the previous year, which grew larger because the state did not fund mandatory salary increases, the campus was required to carry two presidential salaries for seven months, and some of last year’s baseline funding had been composed of one-time dollars that did not recur in this budget year.

However, to offset a portion of this shortfall, the campus received additional revenues from the $300 annual tuition increase and cut $330,000 in permanent personnel expenses prior to July 1, 2013.

As a result, the campus entered the 2013-14 budget year with a structural deficit of $2.8 million. In order to address a sizeable portion of this shortfall during the current year, a minimum of 30 positions, worth approximately $1.5 million, will be permanently cut from the budget during 2013-14.

Planning assumptions associated with preparing this budget include:

- Annualized enrollment will be less than 4,100 FTE
- All faculty and staff positions successfully recruited this past academic year will be fully covered.
- Potsdam’s budget will be compared with similar SUNY comprehensive colleges to identify a minimum of 30 positions to be eliminated using turnover vacancies, rather than layoffs.
- Approximately $1.3 million of reserve dollars will be required to close the remainder of the 2013-14 budget deficit.
- Only three new expenditure items, which support the 2013-15 Biennial Goals, were approved for inclusion in this budget: $90,000 in one-time funds for imaging equipment to assist with student recruitment, $10,000 in baseline library funding to assist with the minimum wage increase, and $15,000 in baseline funding to move a fund-raising professional from part-time to full-time.
- The campus will continue a “soft-freeze,” which delays replacement of staff vacancies by six months and faculty vacancies by one year, until the structural deficit is eliminated.
- All previous permanent cuts in baseline funding were fully removed from accounts prior to preparation of this budget. As a result, unless something unexpected happens at the state-level, there will be no mid-year adjustments to the dollars shown in this budget book.

As the campus moves forward with a plan to better integrate strategic and budget planning, it will be necessary to develop and distribute the 2014-15 budget book by April 2014. In this way, preparation of the budget will become a major part of the campus’ planning activities.

I applaud this effort of the many people, especially the members of our Budget Office, who were involved in preparing this impressive document.
Mission Statement

The State University of New York at Potsdam prepares students to act as engaged global citizens and to lead lives enriched by critical thought, creativity, and discovery. As an inclusive scholarly community rooted in our historic role in providing exemplary teacher and music education and our leadership in the fine and performing arts, we are committed to the liberal arts and sciences as an academic foundation for all students. With an abiding sense of responsibility to our region and to the world beyond, SUNY Potsdam fosters an appreciation of and respect for the variety of human experience.
**Bicentennial Plan-Taking SUNY Potsdam to 2016**

**Vision Statement:**
We seek to become a highly-selective residential college of liberal arts and sciences, of uncompromising quality and service to our state, nation, and the world with historic programs of excellence in education, music and the arts.

We will be the leading arts campus of SUNY;
We will remain faithful to the Handcrafted Education;
We will strengthen and enhance existing programs and aspire to develop new ones;
We will embrace new and emerging extra- and co-curricular opportunities;
We celebrate the locale and environment in which we live;
We will become a model for alumni financial support, activism, and personal engagement for the College.

Within this context, based upon several years of strategic planning and on the consultation involved in our Mission Review process, we have identified the following priorities for the campus to pursue prior to 2016:

**Academic Master Plan**
We seek to strengthen and enhance existing academic degree programs, facilities, and academic services to provide the highest quality academic experiences for students and to develop new academic programs to further develop our unique place in higher education.

**Diversity**
We aspire to have a campus that reflects and celebrates the diversity of the society in which we live.

**Faculty/Staff Enhancement**
We will recruit, retain, and support a diverse and highly qualified faculty and staff to provide the best possible learning experience for our students.

**High Impact Academic and Engagement Experiences**
We will be a model nationally for high impact educational opportunities, focusing on a variety of individualized academic experiences and high impact group activities.

**Marketing and Communication**
We will be known and respected within the state and beyond for the excellence of our programs, faculty, students, and activities, and the accomplishments of our alumni.

**Performing Arts Building**
We will leverage the new Performing Arts Building with enhanced academic programs and regional outreach initiatives.

**Student Activities and Leadership Programs**
We will strengthen and enhance the high quality and impact of our student activities and leadership programs.

**Student Recruitment and Retention**
We will continue to grow the enrollment of the institution to an optimal level while increasing selectivity. We will consistently meet or exceed a retention rate of 80% of first-year students, and we will meet or exceed the 60% graduation rate (six-year rate).

**Student Scholarships**
We will enhance our campus-wide scholarship fund to provide support to students.

**Student Union Enhancement**
We will create a state-of-the-art campus center for student activities and dining that will enhance student satisfaction and meet the needs of the community.

**Coordinated Academic Support Programs**
We will enhance and coordinate academic assistance programs while looking to configure Crumb Library in order to integrate such services.

**Technology**
We will employ up-to-date technologies to enhance educational opportunities, to promote effective communication, and to improve institutional effectiveness.
<table>
<thead>
<tr>
<th><strong>Marketing and Communication</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Plan</td>
<td>VP Advancement</td>
</tr>
<tr>
<td>Special events coordination</td>
<td>President &amp; VP Advancement</td>
</tr>
<tr>
<td>Special events staffing</td>
<td></td>
</tr>
<tr>
<td>Develop communication plan for all types of resources</td>
<td>President’s Council</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Campus Infrastructure</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology &amp; CTS support</td>
<td>President &amp; Provost</td>
</tr>
<tr>
<td>Projection classrooms</td>
<td></td>
</tr>
<tr>
<td>Campus WiFi</td>
<td></td>
</tr>
<tr>
<td>Academic equipment</td>
<td>Provost &amp; President’s Council</td>
</tr>
<tr>
<td>Physical Plant</td>
<td>VP Business Affairs</td>
</tr>
<tr>
<td>Facilities and maintenance staff</td>
<td></td>
</tr>
<tr>
<td>General equipment</td>
<td></td>
</tr>
<tr>
<td>Performing Arts Building staff</td>
<td>VP Business Affairs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Resource Development</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow enrollment</td>
<td>VP IE&amp;EM, Provost</td>
</tr>
<tr>
<td>Successful campaign</td>
<td>VP Advancement</td>
</tr>
<tr>
<td>Development staffing</td>
<td></td>
</tr>
<tr>
<td>Increase unrestricted giving</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Enrollment Management</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase retention - freshmen &amp; sophomores</td>
<td>VP IE&amp;EM, Provost, Dean of Students</td>
</tr>
<tr>
<td>Increase undergraduate recruitment</td>
<td>VP IE&amp;EM</td>
</tr>
<tr>
<td>Increase &amp; diversify graduate programs</td>
<td>Provost</td>
</tr>
<tr>
<td>Watertown &amp; Ft. Drum programs</td>
<td>Provost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Student Experience</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand and strengthen academic programs</td>
<td>Provost</td>
</tr>
<tr>
<td>High impact practices (including, but not limited to):</td>
<td>Provost &amp; Dean of Students</td>
</tr>
<tr>
<td>Internships</td>
<td></td>
</tr>
<tr>
<td>Study abroad</td>
<td></td>
</tr>
<tr>
<td>Student leadership programs</td>
<td></td>
</tr>
<tr>
<td>Faculty directed research</td>
<td></td>
</tr>
<tr>
<td>Individualized instruction, etc.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Campus Work Life</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching load reduction</td>
<td>President’s Council</td>
</tr>
<tr>
<td>Professional development</td>
<td>President’s Council</td>
</tr>
<tr>
<td>Improve compensation</td>
<td>President’s Council</td>
</tr>
</tbody>
</table>
Institutional Priorities

Sustainability

The campus has successfully hired a shared Sustainability Coordinator with SUNY Canton to fill a current vacancy. This position along with our Energy Manager will revitalize our sustainability and energy conservation efforts. Some of the recent sustainability initiatives include:

- All possible cleaning products have been changed to Green seal certified.
- The interconnect agreement has been completed with National Grid for the SUNY Potsdam co-generation plant, which will ultimately allow the campus to produce its own power when cost effective and capture “waste heat” to heat and cool buildings. The plant will be on-line in the Fall of 2013.
- Increasing environmental awareness across the campus via high profile campus-wide events during the annual Earth Week Celebration by the student environmental club, The Middle Ground.
- The establishment of key benchmarks with the completion of a campus-wide greenhouse gas audit.
- The purchase by PACES Dining Services of more than $300,000 of locally-grown produce each year.
- The conversion of used fryer oil into bio-diesel to be used locally.
- The re-establishment of a campus-wide Sustainability Task force to review sustainability initiatives and provide recommendations.
- The identification of more environmentally-friendly disposables for use in dining areas with no dishwasher.
- The composting of pre-consumer food scraps.
- The joining of the Association of Advancement for Sustainability in Higher Education (AASHE).
- The naming of SUNY Potsdam as one of Princeton Review’s 311 “Greenest Schools in the United States and Canada.”
- The continued use of Zip Cars to campus for students and staff to utilize.
- The new Performing Arts Center is being constructed to achieve a possible Gold LEED certification.
- The establishment by Residence Life of a “sustainability floor” for students who want to make environmentally conscious choices.
- The inclusion of sustainability into the general curriculum of many academic courses.
- The removal of paper towel dispensers during campus bathroom renovations in favor of energy efficient hand dryers.
- Introduction of usage meters on building utilities to monitor and track performance and identify high energy users.
Capital Construction

The College completed the fifth and last year of the current capital plan construction cycle. No new capital funding was allocated in April 2013. We are anticipating the commencement of a new capital plan in April 2014. The plan provided funding of approximately $133 million, which included $70 million ($14 million per year) in critical maintenance funding, $55 million for the design and construction of a new Performing Arts Center, and $8 million in additional funding for the design and construction of a Combined Heat and Power Plant. The current five-year plan is the third capital plan since 1988 with two more five-year plans anticipated to bring all buildings and systems up to at least a “good” condition. The total construction funding in these three plans brings the total capital reinvestment in the SUNY Potsdam campus to over $212 million.

Because of the nature of the funding received in the capital plan, these dollars can only be used for critical maintenance, rehabilitation and renovation of existing spaces or for designated new construction projects.

Projects Completed During Last Year Include:

- **Rehab Campus Mechanical Systems throughout campus ($775,000)** - Project consisted of replacement of mechanical equipment in various academic buildings.

- **Upgrade and Replace Campus Emergency Exit/Exterior Lighting ($414,000)** - Project upgraded the emergency, exit and exterior lighting throughout campus building and grounds.

- **Replace Underground Steam Valves Phase I ($128,000)** - Project consisted of replacement of underground steam valves on the steam system which were leaking leading to increased chemical and water costs. The second phase will be completed next summer.

- **Upgrade Site Utilities Phase III ($8,089,211)** - The project involved widening of three campus roads, rebuilding parking lots, sidewalks, plazas, and retaining walls throughout campus.

- **Upgrading of Classrooms and Labs ($500,000)** - Third phase of upgrading academic spaces. Upgrades were made to Timerman Hall.

- **Upgrade HVAC/Laboratories in Stowell Hall ($10,301,561)** - The project consisted of replacement of the building HVAC system and reconditioning Chemistry and Biology Labs, research and classroom spaces. Chemistry was completed in 2012 with Biology completed in 2013.

- **Increase Campus Chiller Capacity ($2,567,000)** - This project provided an additional 1500 tons of chiller capacity to campus. Campus previously had only 1,000 ton capability for a campus projected load of 2,700 tons.

- **Rehab Knowles Conference Center ($969,813)** - Project re-conditioned entrances, interior upgrades and lobby improvements.

- **Replace Windows Various Buildings ($2,538,339)** - This project replaced exterior windows in seven academic buildings over two construction seasons.

- **Rehab Loading Docks Various Buildings ($787,000)** - Project replaced loading docks at six academic buildings.

- **Rehab Bathrooms in Barrington Student Union ($569,544)** - Project rehabbed four public bathrooms in the Student Union and made them ADA compliant.

- **Replace Maxcy Field House Flooring ($675,000)** - Project removed and replaced the synthetic flooring in the field house at Maxcy and created competition volleyball court on center court.
Projects Currently Under Construction:

- **Performing Arts Building ($55,000,000)** – This project consists of the construction of an approximately 96,000 square foot building to house the Department of Theatre and Dance. The project is scheduled to be completed in December 2013.

- **Construct Combined Heat and Power Plant ($8,000,000)** – This project will provide 2.8 megawatts of power to the campus when completed. The steam produced during the heating months will lessen the load on the boilers and the steam in the cooling months will power a 500 ton absorption chiller. Currently in start-up testing phase with completion in Fall 2013.

- **Rehab Maxcy Ice Arena ($10,284,899)** – Project will consist of shifting and elongating the ice sheet, new stadium and bleacher seating and new mechanical systems. In addition, new team rooms, locker rooms, and storage spaces will be constructed. This project is scheduled to be completed in December 2013.

Projects Planned, Currently in Design or Ready to Be Bid:

- **Masonry Restoration to Various Buildings ($380,000)** – The project consists of repair and repoints of exterior brick on various buildings.

- **Replace exterior Windows in Various Buildings ($2,100,000)** – This project will replace exterior windows in six academic buildings.

- **Replace Underground Steam Valves ($1,000,000)** – Project will replace corroded steam valves and fittings in underground tunnels throughout campus.

- **Replace Roofs at the Service Center Complex and Crumb Library ($2,750,000)** – Project will replace the roofs at the Heating Plant, Grounds, Garage, Maintenance Building and Crumb Library low roofs.

- **Replace Bulkhead at Maxcy Pool ($175,000)** - Bulkhead will be replaced and starting blocks mounted on bulkhead.

- **Crane HVAC and Building Envelope Study ($500,000)** – A study will be conducted to assess the building exterior, HVAC systems and internal spaces for future capital projects.

- **Backfill of Satterlee and Dunn Halls Project** will commence after departments move into Performing Arts Center.

- **Rehabilitation of Crumb Library Basement for Additional Usable Space**
SUNY Potsdam 2013-2014
Campus Financial Plan

The 2013-14 New York State Budget was enacted on March 31, 2013. Governor Andrew Cuomo proposed and the Legislature approved, funding for SUNY to remain at prior year levels.

SUNY Potsdam’s All Funds State-Operating Financial Plan for 2013-2014 reflects a decline in state support of $217,200 as well as a decrease in tuition of $1,311,282 due to declining enrollments. Additionally, the 2013-2014 budget was built upon a structural deficit of $2,877,789, which will be covered from the college’s reserves.

Prior to the start of the 2013-2014 academic year, the Governor supported, and the Legislature approved, a rational tuition plan for SUNY which immediately raised tuition by $300 per year or $150 per semester. The 2013-2014 academic year reflects the third year of the five-year rational tuition plan.

Going into 2013-14, previous years’ allocation restraint and restraint relief will be made permanent. In addition, to help close the remainder of the budget gap caused by the above-mentioned reductions, the College will utilize a combination of resources. Included among them are campus-wide contingency reserves, utilities, tuition over our stated targets, certain IFR fees, PACES support, College Foundation support and residence hall support. Further, the College will continue to hold selected positions vacant and delay filling others.

Planning Assumptions

- Base budgets from 2012-13 will be adjusted and previous years’ restraint distribution will be made permanent.
- State-Operated All Funds Financial Plan will be based on an enrollment target of 4,311 headcount/4164 AAFTE.
- A $300 tuition increase will be calculated into revenue projections with the commensurate TAP credit associated with it.
- Campus reserves of $2,877,789 will be used to close the budget gap.
- The State did not approve capital funding for the 2013-2014 academic year resulting in no additional capital appropriations. The College will continue to spend out the current capital program that was approved and appropriated in previous fiscal years.
- Savings from Shared Services for 2013-2014 is projected at $150,214.
- The College will continue to explore shared services options with SUNY Canton to create efficiencies and save campus funds that can then be redistributed in the financial plan.
• No further restraint will be administered to President’s Council constituents unless circumstances change dramatically in the current year.

• No layoffs.

• DIFR and IFR budgets will fluctuate with enrollment as well as in conjunction with planned fee increases.

• PACES budgets will fluctuate with enrollment as well as in conjunction with planned fee increases.

• Throughout 2013-2014, the President’s Council will be looking at more efficient ways of operating the College in an effort to further control costs and bridge the gap in the budget.

The 2013-2014 academic year contains a $300 tuition increase as part of the five-year rational tuition policy, which authorizes SUNY Trustees to increase tuition by up to $300 per year for five years. Campus charges for residence halls, meal plans, and the comprehensive fee will increase by $143 for the current year.

As a result, the direct cost for an on-campus undergraduate student will increase from $17,312 to $17,755.

Highlights

The College is made up of a number of self-contained operating units. Each of these units or segments has specific resources associated with it. Each segment is accounted for separately. When combined, they represent the total operating wherewithal of the institution. For purposes of illustration, the accompanying chart, Total Campus Resources, reflects the comparative size of each segment despite no perfectly consistent common denominator among them.

The largest pie segment is called Local Financial Plan. This is sometimes referred to as the Campus Operating Budget. It combines support received from the State of New York with tuition from students and unrestricted contributions to the institution and uses it to run the everyday operations of the College. Issues regarding these resources are regularly dealt with at the President’s Council level. Details related to the Local Financial Plan appear in Section B.

DIFR (Dormitory Income Fund Reimbursable) is a significant segment and houses all of the activity related to housing students on campus. This includes construction and maintenance of buildings, cleaners and custodians, residence life staffing and debt service on buildings, to mention a few. Resources used for managing this segment of the budget come from room rentals and miscellaneous housing-related fees. Currently the College houses over 2,500 students and staff on campus. Details related to the DIFR section can be found in Section C.

Potsdam Auxiliary and College Educational Services (PACES) is a separate not-for-profit 501(c)(3) corporation responsible for providing dining, vending, bookstore/convenience store and washer/dryer services to the College. PACES manages the student ID card system which, among other things, connects students with businesses in the community by allowing them to use their ID card to make purchases. The corporation is governed by a Board of Directors made up of faculty, staff and students. PACES also makes a sizeable unrestricted contribution to the College which gets utilized in the College’s annual operating budget.
Local Financial Plan $46,545,932
PACES 15,572,425
DIFR 9,962,000
IFR 11,447,000
SUTRA 3,800,000
U-Wide 977,935
Research & Sponsored Programs 3,240,000
Capital Program -
Fringe Benefits State 16,595,000
Debt Service - State 3,900,000
College Foundation 1,232,371
Total 113,272,663

TOTAL CAMPUS RESOURCES

Local Financial Plan 43%
PACES 14%
DIFR 9%
IFR 11%
SUTRA 4%
U-Wide 1%
Research & Sponsored Programs 3%
Fringe Benefits State 15%
College Foundation 1%
Debt Service - State 3.5%
Capital Program -

2013-2014 Consolidated Budget Book
Section G is entitled Potsdam College Foundation. The Foundation is a separate not-for-profit 501 (c) (3) corporation that houses all of the College's fundraising activity.

Established in 1969, gifts to the College, both unrestricted and endowed, provide millions of dollars annually to the institution. Much of this activity relates to the College scholarship program. The remainder is in the form of restricted and unrestricted gifts to various departments. Details related to the Potsdam College Foundation can be found in Section G.

Research and Sponsored Programs is housed in the academic wing of the institution. Additional details regarding this segment can be found in the academic component of Section B.

The annual State budget appropriation bill for the State University of New York separately identifies amounts for a number of University-wide programs. These programs typically pertain to multiple campuses, although some programs are directed to a single campus. A small number of programs are administrated directly at System Administration. Campus allocations from the multi-campus programs are distributed separately from the Budget Allocation Process, in a manner most appropriate for each program consistent with legislative intent. In some cases, the State support (General Fund) amount is supplemented by sponsored program funds, assessments, or other special revenues.

State University of New York Fringe Benefits are calculated and paid via SUNY System Administration on behalf of the institution. The combined rate fluctuates from year to year. The items covered in this segment are retirement, social security, health insurance, dental insurance, workers’ compensation, unemployment benefits, survivor’s benefits, vision benefits, and employee benefit funds. Fringe benefits are a direct percentage of non-student salary and wages.
The segments for Capital – PAB and Capital Non-Dorm represent budgets for major and minor maintenance, renovation and rehabilitation associated with buildings, grounds, and roadways and parking lots. Capital PAB refers specifically to the Performing Arts Building, which has recently gone to construction. These capital dollars are separate from the College's operating budget and can only be used for the specific project or projects outlined in the budget. They cannot be used to pay operating expenses. They are a factor of the State's total bonded indebtedness. While these projects are managed and accounted for at the college level, financing is accomplished via the State University of New York Construction Fund, who also oversee the projects.

The segment entitled “Debt Service State” represents the debt payments paid on behalf of the College for all the State-Owned Non-Dormitory Buildings that are part of the College. This outstanding debt traces back to the original bonds that were sold when the buildings were built plus all subsequent refinancing.

<table>
<thead>
<tr>
<th>Segment</th>
<th>2012-2013 Allocation</th>
<th>2013-2014 Allocation</th>
<th>Change $</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Financial Plan</td>
<td>44,891,219</td>
<td>$46,545,932</td>
<td>$1,654,713</td>
<td>3.69%</td>
</tr>
<tr>
<td>PACES</td>
<td>15,541,625</td>
<td>15,572,425</td>
<td>$30,800</td>
<td>0.20%</td>
</tr>
<tr>
<td>DIFR</td>
<td>15,684,900</td>
<td>9,962,000</td>
<td>$(5,722,900)</td>
<td>-36.49%</td>
</tr>
<tr>
<td>IFR</td>
<td>6,050,000</td>
<td>11,447,000</td>
<td>$5,397,000</td>
<td>89.21%</td>
</tr>
<tr>
<td>SUTRA</td>
<td>1,405,000</td>
<td>3,800,000</td>
<td>$2,395,000</td>
<td>170.46%</td>
</tr>
<tr>
<td>U-Wide</td>
<td>977,935</td>
<td>977,935</td>
<td>$-</td>
<td>0.00%</td>
</tr>
<tr>
<td>Research &amp; Sponsored Programs</td>
<td>3,240,268</td>
<td>3,240,000</td>
<td>$(268)</td>
<td>-0.01%</td>
</tr>
<tr>
<td>Capital Program</td>
<td>29,350,000</td>
<td>-</td>
<td>$(29,350,000)</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Fringe Benefits State</td>
<td>16,596,369</td>
<td>16,595,000</td>
<td>$(1,369)</td>
<td>-0.01%</td>
</tr>
<tr>
<td>Debt Service - State</td>
<td>3,900,000</td>
<td>3,900,000</td>
<td>$-</td>
<td>0.00%</td>
</tr>
<tr>
<td>College Foundation</td>
<td>1,990,872</td>
<td>1,232,371</td>
<td>$(758,501)</td>
<td>-38.10%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$ 139,628,188</strong></td>
<td><strong>$ 113,272,663</strong></td>
<td><strong>$(26,355,525)</strong></td>
<td><strong>-18.88%</strong></td>
</tr>
</tbody>
</table>

Note: In FY2013-14 the State is not issuing new capital funding for SUNY.
CAMPUS FINANCIAL PLAN

- Campus Financial Plan
- President’s Office
- Division of Academic Affairs
- College of Arts & Sciences
- College of Education & Professional Studies
- Crane School of Music
- Information Technology & Services
- Research & Sponsored Programs
- College Libraries
- Division of Student Affairs
- Division of Enrollment Management
- Division of Business Affairs
Campus Financial Plan
2013 - 2014 Revenues

State Support $ 12,657,600
Tuition $ 25,100,000
Unrestricted Non-State $ 1,232,371
PACES Rent & Utilities $ 307,125
Misc. Revenue $ 2,457,640
Exchange Fund $ 241,737
Previous Year Carryforward $ 1,671,670
College Reserves $ 2,877,789
Total $ 46,545,932

Budgeted Expenses
2013-2014 Expenditures

Personal Service $ 34,512,000
Temporary Service $ 2,045,630
OTPS - General $ 5,167,265
Utilities $ 2,917,757
Scholarships $ 1,564,000
Non-State $ 339,280
Contingency $ -
Total $ 46,545,932
Campus Financial Plan

Overview

The Campus Financial Plan is the single largest component of the College’s resource base. It is often referred to as the State Operating Budget or just simply “The Budget”. Eighty percent or more of the President’s Council’s financial deliberations are centered on this topic. It is these resources that are used to run the daily operations of the institution, and it is these resources that are so heavily impacted by the current economic climate as well as the various agencies of the State of New York. Included among them are Division of Budget, Office of the State Controller, Office of Employee Relations and our very own State University of New York System Administration to name a few.

The Campus Financial Plan is made up of two major revenue sources. The largest is tuition which represents approximately 54% for 2013-2014. The next largest component is State Tax Support which accounts for 27% of the 2013-2014 resource base. Unrestricted non-state refers to previous years’ gifts to the College Foundation of an unrestricted nature which are in turn passed on to the College for use in its annual Financial Plan.

Other revenue making up the balance of the Campus Financial Plan includes rent and utilities reimbursement from the PACES Corporation, administrative overhead and fringe benefits returned to the College, reimbursements for certain expenses paid through the State, and any resources from the previous fiscal year’s Financial Plan, which were unspent and uncommitted.

On the expenditure side, it is easy to see that the bulk of the campus budget is spent on Salaries and Wages, commonly referred to as Personal Service Regular (PSR) and Temporary Service (TS). Combined, this represents nearly 80% of planned expenditures. Other Than Personal Service (OTPS) represents all non-salary and wage expenditures that are not utilities or scholarships. The scholarship amount of $1,564,000 corresponds with the College’s share of scholarship expense, which is non-endowed. Endowed scholarships are expensed through the College Foundation.

Highlights and Planning Assumptions

- For 2013-2014, the College’s Budget was built with a structural deficit of $2,877,789, which will be covered from the campus reserves.

- Overheads on the Income Fund Reimbursable (IFR) accounts will be standardized across the campus, setting a rate of 9% for 2013-2014. Over the next five years, the rate will increase to 16%.

- Enrollment target of 4,311 headcount and 4,164 AAFTE will be used to create the 2013-2014 budget.

- The third year of a five-year rational tuition plan will go into effect in 2013-2014 effectively raising tuition by $300 per year across the board.

- There will be no layoffs.

- A position management system is being implemented allowing for greater control and tracking of filled and vacant positions. A new hiring policy has gone into effect for 2013-2014, which allows for all campus obligations to be paid out to departing employees prior to allowing areas to refill vacant positions. This will prevent the campus from having overlapping expenses within a position line, further controlling personnel services costs.
A Summary of the 2013 - 2014 Campus Financial Plan follows:

SUNY POTSDAM
Consolidated Financial Report
Campus Total Distribution by Expenditure Type

<table>
<thead>
<tr>
<th></th>
<th>2012 - 2013</th>
<th>2013 - 2014</th>
<th>Change $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service</td>
<td>$33,425,000</td>
<td>$34,512,000</td>
<td>$1,087,000</td>
</tr>
<tr>
<td>Temporary Service</td>
<td>$1,819,351</td>
<td>$2,045,630</td>
<td>$226,279</td>
</tr>
<tr>
<td>Utilities</td>
<td>$2,917,757</td>
<td>$2,917,757</td>
<td>$0</td>
</tr>
<tr>
<td>Other Than Personal Service*</td>
<td>$6,729,100</td>
<td>$7,070,545</td>
<td>$341,445</td>
</tr>
<tr>
<td>Total</td>
<td>$44,891,208</td>
<td>$46,545,932</td>
<td>$1,654,724</td>
</tr>
</tbody>
</table>

*Includes: OTPS - General, Scholarships, Non-State, Surplus

SUNY POTSDAM
Consolidated Financial Report
Campus Total Distribution by Expenditure Type

<table>
<thead>
<tr>
<th></th>
<th>2012 - 2013</th>
<th>2013 - 2014</th>
<th>Change $</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Support</td>
<td>$12,874,800</td>
<td>$12,657,600</td>
<td>$(217,200)</td>
</tr>
<tr>
<td>Tuition</td>
<td>$26,411,282</td>
<td>$25,100,000</td>
<td>$(1,311,282)</td>
</tr>
<tr>
<td>Unrestricted Non-State</td>
<td>$1,125,000</td>
<td>$1,232,371</td>
<td>$107,371</td>
</tr>
<tr>
<td>PACES Rent &amp; Utilities</td>
<td>$307,125</td>
<td>$307,125</td>
<td>$0</td>
</tr>
<tr>
<td>Misc Revenue</td>
<td>$2,189,833</td>
<td>$2,457,640</td>
<td>$267,807</td>
</tr>
<tr>
<td>Exchange Fund</td>
<td>$220,897</td>
<td>$241,737</td>
<td>$20,840</td>
</tr>
<tr>
<td>Previous Year Carryforward</td>
<td>$1,762,272</td>
<td>$1,671,670</td>
<td>$(90,602)</td>
</tr>
<tr>
<td>College Reserves</td>
<td>$-</td>
<td>$2,877,789</td>
<td>$2,877,789</td>
</tr>
<tr>
<td>Total</td>
<td>$44,891,209</td>
<td>$46,545,932</td>
<td>$1,654,723</td>
</tr>
</tbody>
</table>
2012-13 Distribution $44,891,209

- Academic Affairs: 58%
- Campus: 17%
- Business Affairs & Administration: 12%
- Enrollment: 5%
- Student Affairs: 3%
- Advancement: 4%
- President: 1%

2013-14 Distribution $46,545,932

- Academic Affairs: 61%
- Campus: 13%
- Business Affairs & Administration: 11%
- Enrollment: 4%
- Student Affairs: 7%
- Advancement: 3%
- President: 1%
### SUNY POTSDAM
#### 2013-2014 Campus Financial Plan
#### Campus Total PSR Distribution by Area

<table>
<thead>
<tr>
<th></th>
<th>2012-2013</th>
<th>2013-2014</th>
<th>Change $</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>$1,394,910</td>
<td>$580,509</td>
<td>(814,401)</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>$23,187,407</td>
<td>$22,061,551</td>
<td>(1,125,856)</td>
</tr>
<tr>
<td>Business Affairs &amp; Administration</td>
<td>$3,812,200</td>
<td>$6,065,814</td>
<td>2,253,614</td>
</tr>
<tr>
<td>Enrollment Management</td>
<td>$1,832,847</td>
<td>$1,664,817</td>
<td>(168,030)</td>
</tr>
<tr>
<td>Advancement</td>
<td>$1,283,752</td>
<td>$1,447,506</td>
<td>163,754</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>$1,362,631</td>
<td>$2,470,820</td>
<td>1,108,189</td>
</tr>
<tr>
<td>College Wide</td>
<td>$551,253</td>
<td>$220,983</td>
<td>(330,270)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$33,425,000</strong></td>
<td><strong>$34,512,000</strong></td>
<td><strong>$1,087,000</strong></td>
</tr>
</tbody>
</table>

**Note:** In 2013-14, the following departments are in different divisions:
- Athletics is now in Student Affairs (previously in Business Affairs).
- Computing Technology Services is now in Business Affairs (previously in Academic Affairs).
- Student Accounts is now in Business Affairs (previously in Enrollment).
President’s Office

Overview

The President’s Office is composed of the Office of the President and the Office of Affirmative Action. Dr. Dennis Hefner, who serves as the Interim University President, was appointed June of 2013. The President’s Office serves as the chief administrative office of the campus, and all of the operational and functional organizations on campus report to the President.

Responsibilities extend to approval of campus policies; authorization of budget allocations; the granting of retention, tenure, and promotion to faculty; and the awarding of promotion and permanency to staff.

Coordination activities include hosting numerous social and fund-raising events, including those held at the President’s Residence, and handling a myriad of campus-wide activities, such as College Council Meetings, Commencement, Charter Day, and the ongoing planning of the College’s Bicentennial Celebration, the first SUNY unit to achieve that milestone. The Special Assistant to the President for Diversity, Dr. Susan Stebbins, reports directly to the president and is responsible for campus wide-activities involving diversity, affirmative action, and gender equity. A significant portion of the activity in the President’s Office is devoted to relations with our local legislators, the College Council, and current and prospective financial supporters of the College.

Highlights

As one of SUNY’s three designated arts campuses, Potsdam is a thriving and vibrant academic community.

U.S. News and World Report again named Potsdam among the Best Colleges in the Northeast. Other highlights include the university’s ability to secure historically high freshmen enrollments in each of the last three years, the exceptional quality of faculty applicants who come from some of the best doctoral universities in the nation, and expanded opportunities for external grants, student internships and community service, and study abroad programs.

Planning Assumptions

Planning assumptions used in the development of the President’s Office budget for 2013-2014:

- Most 2013-2014 expenditures will be consistent with previous years and will be made in support of institutional priorities and especially the goals embodied in the college’s Bicentennial Plan”.

Operating Budget

The President’s Office operates on a “lean” model. In the current time of repeated funding cuts, the Office has curtailed travel and entertaining to the minimum level required to support college priorities and operations.
The budget is composed of 2.67 FTE positions: University President, Assistant to the President, Secretary I, and a Special Assistant to the President for Diversity a tenured faculty member who receives a stipend and released time to perform her duties. Temporary service dollars are used to cover student workers, and equipment is limited primarily to the replacement of computer equipment as needed each year. The contractual expense account is used primarily to cover postage, mailing, telecommunications, certain campus-level memberships, and the out-of-pocket costs of presidential travel related to administrative duties and Commencement. The President's Office provided financial support for the Diversity in Action Coalition and the annual "World in Potsdam Diversity Festival". The Potsdam College Foundation provides for president's travel in support of fund-raising and alumni engagement.

<table>
<thead>
<tr>
<th></th>
<th>2012-2013 Budget</th>
<th>2013-2014 Budget</th>
<th>Change $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service</td>
<td>$1,394,910</td>
<td>$580,509</td>
<td>$(814,401)</td>
</tr>
<tr>
<td>Temporary Service</td>
<td>$23,105</td>
<td>$23,105</td>
<td>0</td>
</tr>
<tr>
<td>Other Than Personal Service</td>
<td>$49,830</td>
<td>$49,830</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,467,845</td>
<td>$653,444</td>
<td>$(814,401)</td>
</tr>
</tbody>
</table>
Overview

The goal of the Office of the Provost is to facilitate the College’s fundamental academic mission through support of its academic programs and a broad range of academic services. We seek to promote the central mission of the College, student learning, through programs, policies and resources that sustain superb teaching, excellent scholarship, comprehensive and caring support services and the academic resources needed to accomplish that mission.

Each year, Academic Affairs develops a set of annual goals congruent with the College’s biennial goals. These are posted on the Provost’s Office webpage, along with current-year assessment plans for units reporting to the Provost and assessment results from prior years: http://www.potsdam.edu/about/administration/provost/plans.cfm.

The Provost’s Office budget supports many routine functions of academic affairs administration such as administration of the general education program and student course evaluations, the new faculty seminar, and accreditation and assessment activities. When possible, it supports faculty development opportunities on campus and some faculty travel for creative or scholarly work and special projects and programs of broad interest to academic affairs.

Highlights of 2012-2013 Activities:

- Reorganized Graduate Studies Office to improve service to students and enhance recruitment.
- Completed Title III program successfully:
  - 87 courses and 20 departmental curricula revised to include undergraduate research.
  - More than 120 student presentations funded.
  - 44% of seniors reported participation in research in 2012 compared to 24% in 2009.
- Hired a new Director and renamed the Center for Student Research after this last year of the Title III grant supporting undergraduate research.
- Refined General Education to facilitate SUNY’s seamless transfer initiative. Revamped general education website to be more accessible for current and prospective students.
- Reviewed and enhanced faculty development programs with focus on support for development for innovative teaching strategies.
- Established procedures for the Institute of the Arts, Science, and Technology, the locus of collaboration on academic programs with SUNY Canton.
- Implement shared services with SUNY Canton in libraries and computing and technology services.

Margaret E. Madden,
Vice President for Academic Affairs

<table>
<thead>
<tr>
<th>SUNY POTSDAM</th>
<th>2013-2014 Campus Financial Plan</th>
<th>2013-2014 Budget</th>
<th>Change $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td></td>
<td>Personal Service</td>
<td>$23,187,407</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Temporary Service</td>
<td>$1,472,216</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Than Personal Service</td>
<td>$1,682,562</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>$26,342,185</td>
</tr>
</tbody>
</table>
Division of Academic Affairs

Highlights of Goals for 2013-2014:

Strategic Planning and Resource Allocation
- Complete and begin using the Performing Arts Building.
- Clarification of connections among mission-related documents (for Report to Middle States June 2014.)
- Participate in Strategic Planning Task Force.
- Develop process to use institutional assessment to improve programs, services, planning, budgeting, and resource allocation. (for Report to Middle States June 2014.)
- Tie budget priorities to strategic plan.
- Pursue ways to enhance professional development.
- Pursue ways to enhance resources for academic equipment for both instruction and research.
- Shift from reliance on one-time resources to balance budget.

Enrollment
- Increase enrollment of graduate, undergraduate and international students.
- Increase undergraduate recruitment and retention.
- Increase and diversify graduate programs.
- Develop new undergraduate programs.
- Expand and strengthen Watertown and Fort Drum programs.
- Expand Distance Education and review course approval processes.
- Participate in Enrollment Management Committee.

Technology
- Maintain and enhance academic instructional capabilities.

Innovation, Creativity and Entrepreneurship
- Enhance high impact practices (such as internships, study abroad, student research, individualized instruction, learning communities, first-year seminars.)

Campus Climate and Diversity
- Participate in assessment of current campus climate and current programs and structures.
- Communication
- Participate in improvement of communication to internal and external audiences.

Additional Academic Affairs Goals
- Develop Institute for Arts, Sciences, and Technology in collaboration with SUNY Canton
- Participate in additional shared services with SUNY Canton.
- Participate in comprehensive campaign to support academic programs.

• Received approval from SUNY and the State Department of Education to offer the Master of Science Degree, with Community Health being the first M.S. degree.
• Reorganized to expand the B.S. in Business Administration and the Information and Communication Technology Organizational Leadership Program offerings through the Regional Higher Education Center in Watertown.
• Hired 20 new full-time faculty members, 12 in Arts and Sciences, 4 in Crane, and 3 in Education and Professional Studies, most of whom were replacements for faculty members who have retired or resigned from the College.
• Submitted Advanced Certificate in Special Education to SUNY.
• Enhanced scheduling of Winterim and Summer courses to accommodate the needs of the students better.
• Served on the New York State Department of Education Professional Standards and Practices Board, which advises the NYS Board of Regents on issues related to education and the training educators in the state.

• Received approval from SUNY and the State Department of Education to offer the Master of Science Degree, with Community Health being the first M.S. degree.
• Reorganized to expand the B.S. in Business Administration and the Information and Communication Technology Organizational Leadership Program offerings through the Regional Higher Education Center in Watertown.
• Hired 20 new full-time faculty members, 12 in Arts and Sciences, 4 in Crane, and 3 in Education and Professional Studies, most of whom were replacements for faculty members who have retired or resigned from the College.
• Submitted Advanced Certificate in Special Education to SUNY.
• Enhanced scheduling of Winterim and Summer courses to accommodate the needs of the students better.
• Served on the New York State Department of Education Professional Standards and Practices Board, which advises the NYS Board of Regents on issues related to education and the training educators in the state.
Associate Vice President for Academic Affairs

Overview

The Associate Vice President for Academic Affairs supports the Provost and Vice President for Academic Affairs in management duties and special projects as assigned; serves as supervisor of interdisciplinary programs reporting to academic affairs; designs and coordinates program activities related SUNY System Administration for new or revised academic programs; engages in planning related to academic affairs special projects; coordinates the college honors convocation and is responsible for collecting, editing, and producing final copy of the bi-annual publication of the college catalogue; serves as the institutional representative to the Middle States Commission on Higher Education; and performs other duties or special projects as assigned.

The AVPAA works closely with a number of program and unit directors in two-year planning cycles to enhance the institution’s mission and to achieve strategic goals and objects of academic affairs and is the primary supervisor of the Director of the U.S. & Global Studies Program, Director of the Honors Program, Director of the College Writing Center, Director of the Student Success Center Director of the Learning & Teaching Excellence Center, Director of the Women’s & Gender Studies Program, Director of the Presidential Scholars Program, Director of the Student Fellowship Program, Director of the Learning Communities Program, and Secretary of the Interdisciplinary Studies Program Office. In addition, the AVPAA is currently serving as Project Director of the college’s $1.6 million dollar U.S. Department of Education’s Strengthening Institutions Grant to foster an institutional culture of inquiry-based learning and undergraduate research across-the-curriculum.
Research & Sponsored Programs

Overview

The Research and Sponsored Programs Office handles all external grants and contracts for the college. The Office is committed to contributing to the enrichment of the college faculty and staff and ultimately its student population by offering assistance to faculty and staff in obtaining and administering internal and external funding in support of their research and creative endeavors. The staff of the Office is responsible for the development and submission of grant proposals for external support as well as the administration of all sponsored awards made to the college. In 2012-2013, the Office managed 51 sponsored awards totaling close to $2.9 million dollars in expenditures. The indirect cost recovery gleaned from these awards is used to support office personnel, campus-wide events, and faculty development programs. In addition to grant development and grant administration, the Research and Sponsored Programs Office oversees compliance issues associated with research including human subjects use and protection, animal care and responsible conduct of research. Finally, the Office coordinates the College’s annual Learning and Research Fair.

Highlights

In 2008, Potsdam was awarded a five year $1.6 million dollar grant through the United States Department of Education Title III Part A Strengthening Institutions Program to institutionalize undergraduate research. The award has allowed the College to support numerous undergraduate research initiatives including individual and department level curricular projects, faculty/student conference travel, and faculty professional development. The grant also provided the impetus for the formation of the Center for Undergraduate Research at SUNY Potsdam.

The Potsdam Institute for Applied Research (PIAR) was formed in 2001. The mission of the PIAR is to provide high quality research and evaluation services to agencies throughout the North Country. The professional expertise of the PIAR staff includes economics, education, sociology, health care, and statistics.

During 2012, the PIAR housed $376,060 in active grants and contracts.

For over 30 years, the North Country Migrant Education Program (NCMEP) has provided services to migrant children and families throughout Northern New York. NCMEP provides services to migrant students and their families in the areas of academic assistance, coordination with schools and community agencies, outreach activities and advocacy. During the summer, NCMEP offers an in-home tutoring program, a mobile lending library and educational field trips for migrant children. NCMEP also supports adolescent activities and an Early Childhood Program. The New York State Department of Education (as part of a federal program) awarded close to $850,000 to Potsdam during this fiscal year to support these efforts.

The Student Support Services (SSS) Program at SUNY Potsdam is supported by a grant from the United States Department of Education. The SSS program provides academic support, financial literacy and planning, graduate school and career preparation and personal development opportunities to eligible first generation-low income students. In its 29th year of operation, the SSS program currently receives close to $280,000 per year to help meet the academic support and personal needs of the college's most vulnerable students.

The Collegiate Science and Technology Entry Program (CSTEP) serves minority and low income students pursuing careers in the sciences, mathematics, engineering, technology, health or the licensed professions. This grant received from the New York State Department of Education provides slightly over $200,000 dollars per year for academic and career services for eligible students in these disciplines. Similarly, the North Country Science and Technology Entry Program (NCSTEP) provides academic and career related services to eligible junior and senior high school students who are interested in science, technology and health related careers. During the current fiscal year, the New York State Department of Education awarded over $250,000 to support Potsdam's NCSTEP program.
College of Arts and Sciences

Overview

The School of Arts and Sciences is comprised of 17 academic departments: Art, Anthropology, Biology, Chemistry, Computer Science, Economics, English & Communication, Geology, History, Mathematics, Modern Language, Philosophy, Physics, Politics, Psychology, Sociology, and Theatre & Dance. Our departments offer numerous majors and minors and support a variety of interdisciplinary programs. The College Museum, including the Gibson Art Gallery, is also part of the School. The School, the largest of the three at SUNY Potsdam, is also responsible for providing a majority of the general education courses and service courses for Arts and Sciences, as well as the Crane School of Music and the School of Education and Professional Studies. Dr. Steven Marqusee serves as the Dean of the School of Arts and Sciences, Dr. Phillip Neisser, Professor and Chair of the Politics Department serves as Associate Dean, Krista Medo serves as Assistant to the Dean and coordinates advising, and Marilyn Fayette is the Arts and Sciences Secretary. The School serves nearly 2800 students through 130 full-time faculty, 38 part-time faculty, and 25 staff members.

Annual Goals

- Recruit, retain, and support a diverse and highly-qualified faculty and staff.
- Foster collegiality within and between departments.
- Increase our Arts presence on campus.
- Continue to develop summer and winterim program offerings that are predictable and useful in order to satisfy student and programmatic needs.
- Implement three-year degree options and other new programs to attract new groups of students.

Awards

Dr. Victoria Klawitter was awarded the Chancellor’s Award for Excellence in Teaching. Dr. Klawitter began her career at SUNY Potsdam in September 1997 and was promoted to Associate Professor in 2003. During her time at SUNY Potsdam, Dr. Klawitter has demonstrated enormous dedication in her role as an educator. She consistently challenges her students to high levels of achievement and deep understanding and ensures that her courses establish collaborative relationships between the instructor and the student in which the students become independent learners. Dr. Klawitter is known both her students and colleagues as an extremely talented and dedicated educator.

Three Arts and Sciences students were among those honored with the 2013 Chancellor’s Award for Student Excellence. Chancellor Nancy L. Zimpher presented the awards to 243 students at the Empire State Plaza Convention Center on April 4, 2013.

The Chancellor’s Award for Student Excellence was created in 1997 to honor students who excel academically and show involvement in leadership roles, athletics, community service, creative and performing arts, campus involvement, or career achievement.
The SUNY Potsdam award recipients included:

- Tanasia Betts, a senior from Brooklyn, New York, whose major is sociology, with minors in theatre, women's and gender studies, and human services
- Celina Furman, a senior from Norwich, New York whose major is psychology
- Katelyn Komsa, a senior from Sault St. Marie, Ontario, whose major is biology

Arts and Sciences faculty and staff were awarded the following President's Awards:

- Raymond Bowdish, Instructional Support, Biology. Award: Excellence in Professional Service
- Tom Baker, Associate Professor, History. Award: Excellence in Scholarship and/or Creative Activities
- Fadi Bou-Abdallah, Associate Professor, Chemistry. Award: Excellence in Scholarship and/or Creative Activities
- Tony Molinero, Professor, Chemistry. Award: Excellence in Teaching
- Theresa Watts, Professor, History. Award: Excellence in Teaching

John Schreer, Associate Professor, Biology was awarded the 2013 Thomas L. and Jane D. Russell Distance Education Faculty Excellence award for his dedication to distance learning.

**Recruitment**

Arts and Sciences successfully recruited nine new faculty members:

- Iggy Beerbower, Art
- Shakuntala Das, Economics
- Trevor Blank, English & Communication
- Rebecca Lehmann, English & Communication
- Stephanie Hedge, English & Communication
- Dylan Blumentritt, Geology
- Linghong Li, Physics
- Christine Rohde, Theatre & Dance
- Ashley Guerry McLaurin, Theatre & Dance

**Retirees**

The School of Arts & Sciences proudly recognizes Martha Campbell, Associate Professor, Economics, 14 years; Holly Hughes, Secretary, Psychology, 25 years; and Virginia Layne, Associate Professor, Art, 20 years for their many years of exemplary service.

**Other Highlights**

Work continues on the $41 million Performing Arts Building that will feature 97,000 square feet in support of the acclaimed Department of Theatre and Dance. The Performing Arts Building will offer multiple performance spaces, including a 350-seat proscenium theatre, a 200-seat black box theatre, and a 200-seat dance performance hall. The building, which will be ready for students in Spring 2014, serves as a very real symbol of the College’s commitment to liberal and fine arts education.

The Lougheed Festival of the Arts returned to SUNY Potsdam for its second season from April 24 to May 5, bringing together campus and community for cross-disciplinary art experiences.

SUNY Potsdam’s 2013 Academic Festival brought together students, scholars, artists, and community members during the tri-annual celebration. The festival, entitled “Making the Future”, featured lectures, panel discussions, workshops, seminars, displays and performances from April 10 to 13, 2013.

Numerous students from the School of Arts and Sciences participated in the April 17, 2013 Learning and Research Fair as well as in other campus-wide and departmental forums that featured student work throughout the year.
College of Education and Professional Studies & Graduate Studies

Overview

The School of Education and Professional Studies and Graduate Studies consists of six academic departments (four in teacher education and two other professional programs – Business Administration and Community Health), three support offices, and the Sheard Literacy Center and the Center for Excellence in Mathematics and Science Education. The teacher education departments are Curriculum and Instruction, Secondary Education, Literacy Education, and Inclusive and Special Education. The support offices are the Center for School Partnerships and Teacher Certification, the Graduate Studies office, and the Teacher Education Undergraduate Advising office. Dr. Peter Brouwer serves as the Dean of the School, and Dr. Debbie Anderson serves as the Associate Dean. The School offers 8 undergraduate programs and 10 graduate programs. The School’s students are served by 60 full-time faculty and staff and 17 part-time faculty, as well as 9 support staff members. In 2012-2013, enrollment in the School included 965 undergraduate students and 359 graduate students, for a total of 1324 students. In 2011-2012, 433 students completed initial teacher certification programs in the School of Education and Professional Studies and Graduate Studies.

Highlights from 2012-2013

Rebecca V. Sheard Literacy Center

- The mission of the Rebecca Sheard Literacy Center is to positively impact literacy in our community. To this end, the Center along with the departments of Literacy, Secondary English, Childhood Education and Community Performance Series (CPS) support, on an ongoing basis, a number of outreach activities, including:

1) The Sheard Literacy Center Community Mentoring Literacy Outreach Program (serves students in UPK-grade 8, Childhood undergraduate and Literacy graduate students serve as the literacy mentors).

2) The Sheard Literacy Center Literacy Summer Camp (serves students in grades K-6, Literacy graduate students serve as literacy mentors under the direction of their professor).

3) The Claire Koshar Writing Program (serving students in grades 5-8, both Secondary English students as well as America Reads tutors serve as mentors).

4) America Reads (serving students in three public schools in grades UPK – Grade 6, education majors serving as tutors).

5) Branching Out with Books (serving students in grades UPK-6 in two local schools, America Reads students serve as mentors).

6) Author visits (serving students in grades UPK-grade 8).

7) Page to Stage (serves teachers and students in grades 6-12 as well as the Secondary English students).

8) Leveled Leaders (serving local schools UPK-6, Literacy Graduate students serve as leaders of leveling – Graduate students under the direction of their professor learn how to level books according to student reading levels and literally “label” thousands of books with this level from local schools libraries and classrooms.

This past year, the Center, in collaboration with St. Lawrence University, received a grant for the second time from the Charles Wood Foundation to continue the program, Branching Out with Books. Community Performance Series (CPS) also partnered with the Literacy Center for a second year to offer local schools literature based professional development in preparation of their students viewing such performances as, Of Mice and Men and Animal Farm. The Center is supported in large part by generous grants from such external agencies as the Corning Foundation, WalMart Foundation, and from private donors.
The Center of Excellence for Mathematics and Science Education:

The Mathematics and Science Education Center is dedicated to strengthening the preparation of math and science teachers at all grade levels, allowing SUNY Potsdam education majors to practice their teaching using cutting-edge technology and scientific equipment that they will most likely encounter in public school classrooms.

To this end, the Center along with the departments of Secondary Math and Science as well as Childhood Education collaborate to support, on an ongoing basis, a number of outreach activities, including:

1) PSI – Potsdam Science Initiative (serves students in grades 5-8, Secondary Science students serve as mentors).

2) MATH TREQ – The Right EQuation, SUNY Potsdam Students + Middle School Students = Mathematical Success (TREQ). (Serves students in grades 5-8, Secondary Math students serve as mentors).

3) SMART Board Training – (Serves School of Education and Professional Studies students as well as faculty and staff).

This past year, the Center, received two grants from the Corning Foundation to begin both the PSI and MATH TREQ programs. A generous gift was also received from Diana (Zinnecker) Nole, Class of 1987 and member of the Potsdam College Foundation Board, to purchase cutting-edge technology for the Center.

- Anthony Betrus (ICT) was awarded $83,595 from the National Education Foundation for the Cyberlearning STEM+Academy Management project for 2012-2013, for existing graduate programs.

- Enhance strategic planning through the continued development and implementation of the SOE&PS Strategic Plan.

- Strengthen academic programs through performance-based assessment activities, including preparing and successfully submitting SPA reports for NCATE accreditation.

- Enhance the School’s technology infrastructure (Math/Science classroom, additional presentation classrooms, Boardroom).

- Ed Portugal (Business Administration) spent a sabbatical semester as a Fulbright Specialist at the Asian Institute of Management (AIM) in the Philippines.

- The Community Health Department developed an Honors Program and a new Fitness minor in addition to a proposal for an MS in Public Health. During the summer, seven Wilderness Education minors planned and led a twenty-day wilderness expedition in the Pasayten Wilderness in Northeastern Washington State.

- Kassandra Averill, a student in Secondary Mathematics Education, is a finalist for the prestigious national Knowles Math/Science Fellowship.

- The School received two assessment mini-grants, one to focus on teacher candidate technology skills and the other on assessment skills.

- Becky Duprey became a SMART certified trainer and started offering workshops to faculty and staff.

- Alumni donations funded a broad range of student travel to several New York State academic conferences.

- Three Teacher Education programs have received national NCATE/SPA recognition: Literacy, Secondary English and Secondary Mathematics.

**Annual Goals**

Goals for the School of Education and Professional Studies for 2011-12 include the following:

- Expand academic programs.

- Increase the diversity of graduate programs.

- Increase the marketing of and recruiting.
Crane School of Music

Overview

The School was founded in 1886 as the Crane Normal Institute of Music by Julia E. Crane from her innovative vision of focused preparation for school music teachers. In 1926, the Institute became part of the State Normal School at Potsdam, ultimately constituting one of the three academic schools which comprise SUNY Potsdam. The Crane School houses three departments (Music Education, Performance, and Theory/History/Composition) and the Crane Institute for Music Business and Entrepreneurship. It enrolls nearly 600 students, of which about 50 are graduate students; the Crane faculty numbers around 80. Degrees offered include the Bachelor of Music in Music Education, Performance, Musical Studies, and the Bachelor of Music with an emphasis in Music Business; the Bachelor of Arts in Music; and the Master of Music in Music Education, Performance, and Composition. Some graduate students attend during the academic year, while full-time teachers seeking to complete the Master's degree in Music Education often enroll only during summer sessions.

Highlights

- The Crane School, among the oldest music schools in the nation, has been an accredited member of the National Association of Schools of Music since 1957.
- Crane's music education programs fall under SUNY Potsdam's national teacher education accreditation by NCATE, the National Council for the Accreditation of Teacher Education.
- The current Dean, Dr. Michael Sitton, was appointed in 2009.
- Crane music education alumni represent a significant percentage of music teachers in New York State and are leaders in their professional organization, NYSSMA. Music education alumni provide a strong network advantaging new graduates as they seek employment opportunities and professional support.
- The Crane music education tradition is linked to a strong commitment to high standards in musical performance, seen both in the successes of Crane's performance students and in the performance excellence of Crane students in all programs.
- A traditional culminating event each spring is the performance of a major work by the Crane Chorus and Crane Symphony Orchestra, supported by significant gifts bringing major guest conductors to Potsdam annually and taking the performance periodically to major cities; the 2012 Verdi Requiem performance was repeated at Avery Fisher Hall in New York's Lincoln Center. The Spring Festival itself is now newly endowed as the Lougheed Festival of the Arts, with the Crane Chorus and Orchestra performance as its final event each year.
- Created in 1999, The Crane Institute for Music Business and Entrepreneurship serves to connect Crane's music education tradition to the music industry, and houses majors and minors with an emphasis in music business. Crane music business students serve as industry interns at the annual NAMM Show and prepare for a range of successful careers. The required intensive final internship requirement for the Music Business program involves national and global companies, and has frequently resulted in immediate employment for graduating students.
Crane's ensembles provide a full range of performance opportunities for large and small instrumental and vocal groups, and include jazz, Latin, and African drumming ensembles. Well over 300 performances each year in Crane's performance spaces serve the community and region. A recent major gift has enabled the addition of live video/audio streaming of performances via the Internet from both of Crane's main performance halls.

Crane's outstanding faculty includes nationally and internationally active performing artists, researchers, and scholars with significant and frequent publications and presentations; composers who works are commissioned and performed widely; and professionals active in many musical endeavors.

The Community Performance Series housed at Crane brings internationally-known artists to Potsdam each year, benefitting students and community members; it engages in significant educational outreach, produces popular musicals during the summer, and provides box office services to other campus and community presenters.

Numerous student organizations cover many special interests and provide opportunities for service, professional development, and performance.

The summer Crane Youth Music program, which celebrated its 40th season in 2013, the National String Project, and numerous other efforts on the part of the school represent significant outreach to the region, especially to its schools and school children.

Student Highlights
- Crane students frequently achieve recognition for performances, scholarly work, composition, and other accomplishments in competitive settings across the nation and beyond.
- Even in the recent challenging climate for employment and for public education, Crane graduates remain successful in securing opportunities. One hundred percent of Crane graduates responding to the latest (2012) Career Status Report, across all of the School's programs, indicate that they are employed or enrolled in graduate school in the year following graduation.
- In addition to numerous successful hires as new teachers, Crane graduates have recently obtained strong positions in a variety of companies related to the music industry, and Crane alumni are well represented nationally in orchestras, opera companies, military bands, solo careers, and other performing and entrepreneurial areas. During the past year, Crane graduates have earned major honors including Grammy Awards and the National Medal of Arts.

Annual Goals
- Successfully complete the final stages of Crane's decennial accreditation review by the National Association of Schools of Music, following the Spring 2013 institutional visit with submission of an Optional Response in October 2013 and completion of the NASM Commission review in November, with any required follow up in 2014.
- Collaborate with campus partners as the new adjoining Performing Arts Center opens in Spring 2014, primarily housing the Theatre and Dance Department, but enhancing Crane's programs in a number of significant ways, and offering by its proximity a new environment for partnership among arts programs.
- Continue to strengthen and focus Crane's competitive marketing and recruitment efforts to attract strong students, both for its core undergraduate programs and for its graduate degrees.
- Build upon significant leadership gifts made in the Campaign for Potsdam to deepen and broaden support for Crane's programs and initiatives as the Campaign, now in its public phase, moves toward its 2016 conclusion.

Operating Budget
Crane relies on State funding for the salaries and benefits of its sizable faculty and staff, the overwhelmingly largest portion of its resource needs. A modest amount of State funding is allocated to programmatic needs; while the bulk of program support comes from special fees which Crane students pay in recognition of the costs associated with a music school of its size and level. Crane also enjoys significant annual financial support from its strong and loyal alumni base, as well as other committed donors. Endowed funds provide scholarships, program support, and help meet special needs of a large and nationally-ranked music program.
Division of Business Affairs

Overview

The Business Affairs Division reports to Vice President for Business Affairs and Administration Natalie Higley; who is the joint CFO for both SUNY Potsdam and SUNY Canton.

The following functional areas report to the Vice President for Business Affairs and Administration:

Physical Plant and Construction Management The Physical Plant and Construction Management functions report to Assistant Vice President Tony DiTullio and consists of 195 FTE’s across the following functional areas: central printing, custodial services, grounds, heating plant, mail services, maintenance, receiving, capital projects/construction management, energy management, and the upholstery shop.

Information Services. Managed by shared Assistant Vice President for Information Services and Chief Information Officer Kyle Brown. Information Services provides support for all areas of campus information technology, including cloud services, programming, instructional and curricula specific needs, networking, security, helpdesk, residential, campus cable plant, directory, and telephone services.

Business Affairs The Business Affairs area manages accounting, budgeting, and financial planning for the campus. Among the functions the three professional and one clerical employees are responsible for are developing the operating budget for all areas described in this document, ensuring that accounts are properly and accurately maintained, forecasting current and projected expense patterns and supporting the area vice presidents and deans in achieving their financial commitments, and tracking revenue streams and forecasting for both current and future periods. In addition, the Business Affairs area is responsible for the internal control function, managing permissions for administrative processes, and managing transactions between the various entities on the campus.

Purchasing and Payables The Purchasing and Payables function provides procurement services to the campus, as well as managing the overall process by which our campus vendors are paid for their goods and services. The Purchasing and Payables area also assists in management of the purchasing and travel credit card processes, assisting faculty and staff with required business and professional travel reimbursement, and training the campus staff in state procurement processes. Purchasing and Payables also manages campus compliance with state and SUNY procurement regulations and directives to insure compliance both with state law, as well as initiatives such as MBE/WBE. During the 2013-2014 Academic Year, it is planned that the Purchasing and Payables functions for both SUNY Potsdam and SUNY Canton will become a shared unit. The Purchasing and Payables area reports to Mark Martinchek who is the Director of Procurement.

Human Resources and Payroll The Human Resources area reports to the shared Assistant Vice President for Human Resources, Mary Dolan. Mary is responsible for all personnel and payroll transactions for state and research foundation employees, as well as student assistant and college work study payrolls for both SUNY Potsdam and SUNY Canton. In addition, the Human Resources area manages the recruitment function for faculty, professional staff, and classified staff. Human Resources provides benefit counseling and support to the campus community, and is responsible for campus relations with the various bargaining units representing the employee populations on campus. During the 2012-13 Academic Year, the payroll and human resources functions for both SUNY Potsdam and SUNY Canton were combined into a single unit that services both campuses.

Environment, Health & Safety The Environmental Health and Safety area reports to shared Director Calvin Smith, who is responsible for management of the campuses environmental compliance, and employee health and safety activities for both SUNY Potsdam and SUNY Canton.

Compliance Training Stacey Basford was appointed as the shared Compliance Training Coordinator in February 2013. Mrs. Basford has been tasked with developing and managing an effective compliance training program for both colleges and their auxiliary services. Through her efforts, both institutions will achieve institutional compliance by complying with all applicable federal and state laws and regulations, as well as SUNY policies.

<table>
<thead>
<tr>
<th>SUNY POTSDAM</th>
<th>2013-2014 Campus Financial Plan</th>
<th>Advance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012-2013 Budget</td>
<td>2013-2014 Budget</td>
</tr>
<tr>
<td>Personal Service</td>
<td>$ 1,283,752</td>
<td>$ 1,447,506</td>
</tr>
<tr>
<td>Temporary Service</td>
<td>$ 42,350</td>
<td>$ 42,350</td>
</tr>
<tr>
<td>Other Than Personal Service</td>
<td>$ 208,197</td>
<td>$ 208,197</td>
</tr>
<tr>
<td>Total</td>
<td>$ 1,534,299</td>
<td>$ 1,698,053</td>
</tr>
</tbody>
</table>

Compliance Training Stacey Basford was appointed as the shared Compliance Training Coordinator in February 2013. Mrs. Basford has been tasked with developing and managing an effective compliance training program for both colleges and their auxiliary services. Through her efforts, both institutions will achieve institutional compliance by complying with all applicable federal and state laws and regulations, as well as SUNY policies.
Computer & Information Services

Overview

The Assistant Vice President for Information Services and Chief Information Officer (CIO) provides leadership and oversight for the Computing & Technology Services (CTS) department, the College’s state operating and university-wide technology budgets, and the student technology fee budget for both SUNY Canton and SUNY Potsdam. The mission of CTS is to provide support and leadership in all areas of information technology including project and fiscal management, systems and cloud services, programming, instructional and curricula specific needs, networking, security, helpdesk, residential, campus cable plant, directory, and telephone services. The CIO, six CTS unit managers, as well as sixteen CTS staff members and twenty-four part-time student employees collectively provide and support the technology and infrastructure to deliver reliable, accessible, and secure services. Priorities are identified based on state and federal mandates, university strategic goals, Academic Affairs goals, the Teaching and Learning Technology Roundtable Committee (TLTR) Strategic Technology Plan, the TLTR Projection Classroom Plan, comments and requests taken during annual one-on-one CTS-academic department meetings, SGA and student requests, and administrative and residential needs.

Information technology services are utilized in almost every aspect of the SUNY Potsdam environment. The physical and virtual infrastructures, maintained and supported by CTS, provide high-speed secure online services that include: BearPAWS - providing students the ability to register for courses, view grades and financial aid, pay bills, and check-in electronically; BearDEN - a web-based degree navigation and audit system; BearMail - a web interface to access Potsdam e-mail; Wireless @ SUNY Potsdam (W@SP) – a standard 802.11b/g wireless implementation available in ~90 locations throughout campus; Hands-on classroom computer labs and public computer labs (13); Projection classrooms with various smart technologies (41); Departmental mini-labs (21) - pods of computers loaded with discipline specific curricular software packages; and SEGP membership and access to NYSERNet’s private Research & Educational Network and Internet2. In partnership with Potsdam Auxiliary and College Education Services (PACES), CTS hosts and maintains the server equipment and CBORD software for SUNYCard, which is SUNY Potsdam’s door card access system and also provides BearExpress which is a declining balance debit card good for use on and off campus. CTS has entered into Service Level Agreements (SLA) with various campus offices (e.g. University Police, Student Health Services, and Counseling Center to name a few). The SLAs cover specific services and outline funding responsibilities, as well as define CTS support expectations. CTS is the technology custodian of an agreement between SUNY Potsdam and Time Warner Cable (TWC) that provides cable TV services campus-wide and Road Runner broadband and Road Runner Wi-Fi services standard in all residential dorm rooms.

Annual Goals

CTS goals and objectives are determined in collaboration with the campus executive leadership, associated campus committees, CTS unit managers, and staff members. Goals for 2013-14 include:

- Ensure appropriate fiscal support of the student facilities computer, faculty computer, and AV lifecycles.
- Revitalize CTS state fund and Tech Fee budgeting processes.
- Migrate BearDen to SUNY-wide DegreeWorks implementation hosted at ITEC.
- Migrate on-site Banner hosting to ITEC Data Center.
- Implement identity management services to support SUNY Federation Initiatives.
- Implement Banner Document Management System to support paperless application initiative.
- Develop joint policies and strategic technology plan with SUNY Canton.
- Explore and pursue, where appropriate, shared service opportunities with other SUNY’s to increase efficiency and quality of our services.
- Implement an Intrusion Detection System/Unified Threat Management System to further secure campus network infrastructure.
- Pursue capital projects for campus wireless.
**College Libraries**

**Overview**

The Director of Libraries provides leadership and oversight for the personnel and operating budgets of the College Libraries, inclusive of F.W. Crumb Memorial Library, J.E. Crane Memorial Library, and the College Archives and Special Collections. The mission of the College Libraries is to forge dynamic partnerships and empower our vibrant academic community to do thoughtful research, explore new ideas, and collaborate effectively, to achieve success at Potsdam and beyond.

The College Libraries have a strong tradition of values-based decision-making, and have invested decades of energy into understanding their role on campus, and understanding what success means in this environment. In addition to that strength of identity and character, the Libraries operate under the assumption that the value of libraries in the future lies not simply in being excellent stewards of information in support of teaching and learning, but also in continuing to build an understanding of user needs, in partnerships that value what librarians and staff add to the student and faculty experience, in connections fostered by one-on-one research assistance, and in the services the Libraries can provide as a place where users interact with a broad range of academic support services.

**Budget Highlights**

- It has been Libraries practice to ensure that 70-80% of OTPS funding is spent on information resources for users, allocating the remaining 20-30% to essential ongoing support activities and resources - service agreements for equipment, supplies and equipment, library furniture, professional development for staff, shipping and mail, etc. - all of which are necessary to continue providing timely and agile services for library patrons. In 2013-2014, increases in the cost of standard and regular contractual services and the need to add additional services for users has reduced information resources expenditures to 65% of the OTPS funding given to the Libraries.

- Materials expenditures ($291,500 in 2013-2014) provide ongoing access to approximately 3,000 new print books, 61,000 ebooks, more than 50 databases of containing approximately 60,000 online journals, several streaming music databases in support of the Crane School of Music, streaming video databases to support classroom teaching and learning, and 6,600 items borrowed via Interlibrary Loan for SUNY Potsdam users.

- The College Libraries have, since 2009, sustained more than 40% in permanent cuts to our TS allocations (used to hire student employees), which has only been partially offset by increases in CWS allocations. The complexity of this staffing situation is exacerbated by the minimum wage increase mandated on January 1, 2014. As a result, both Crumb and Crane Libraries struggle to avoid reducing open hours due to lack of staffing.

- Dedicated regular donors to the College Libraries, the College Archives, and the Crane Library provide an ongoing source of Foundation-managed money to fund innovative ideas ranging across the scope of our work: hosting faculty outreach luncheons, funding staff development toward new skill certifications, purchasing furniture for student use, and running surveys of faculty needs and perceptions regarding scholarship.

- Targeted endowments given to the College Libraries include the Bregman Endowment for the Humanities which supports library events and a browsing collection of notable books in the lobbies of both libraries, and the Hultberg and Ball funds which support acquisitions of major works for Crane Library.

- Though the College Libraries have changed borrowing policies and fee structures to a system less onerous to users, many members of the College community continue to pay fees. The IFR generated by fees is used to provide direct user services, purchasing books, technology items, and new furnishings for both libraries.
Operating Budget Planning Assumptions:

In 2013-2014, we expect that:

- OTPS funding, TS funding, and CWS funding will remain stable, and we will see an increase in TS to accommodate 2014’s minimum wage increase.

- Libraries expenditures for information resources will decrease in light of shifting priorities and budgets, and our purchasing power will decrease further due to consistent above-inflation price increases from information resource vendors.

- Costs for on-demand information resources - document delivery, ILL, and purchase on-demand ebooks - will rise in 2013-2014, and each successive year.

- The Libraries will continue funding the lifecycle for staff and service desk computers and printers, while CTS will maintain our active collaboration by funding and managing student-use library computers, printers, and servers.

- We have committed to using OTPS funding for appropriate maintenance and management of our facilities, including annual external-contractor maintenance on carpets.

- As a result of all of these factors, OTPS funds will be more and more tightly managed as costs rise and resources remain fixed.

Overall, we are doing well and are using all of our resources in support of our strategic plan. We provide excellent service and strive for thoughtfulness, responsiveness, and innovation in our work. We use our available funds creatively to support all of those goals.

However, we do not have enough money to do all we would wish to. Our limited resources and ever-increasing demands challenge our ability to innovate and provide excellent ongoing services. Foundation and IFR funds provide room for creativity, but as a unit that serves all facets of the College’s curriculum across two physical facilities, the demands on our funding are dramatic and challenging.

Crumb Library is the campus focal point for student learning. There are dozens of individual and group study areas in the library, centrally located for the campus community.
Division of Student Affairs

Student Affairs at SUNY Potsdam is home to a number of exciting and engaging offices that help students enjoy and grow from their out-of-class experiences. These include Athletics, Campus Life, Greek Life, Career Planning, Center for Diversity, College Counseling, Residence Life, Student Health Services, Student Conduct and Community Standards, University Police, and Campus Ministries. The Dean of Students, Chip Morris ’78, supervises the area. Students and the College are well served by the committed professionals working in Student Affairs. In addition, the Division also employs well over 100 students in a variety of positions to include Resident Assistants, University Police Dispatchers, and Barrington Student Union Managers.

Our highest priority is to create a safe environment that supports the academic and personal growth of all students. This is accomplished through the collaborative efforts of staff and faculty designing programs such as First-Year Experience (FYE), the First-Year Success Seminar (FYSS), and BEAR - Be Ethical, Aware, and Responsible @ Potsdam. The outcome of those collaborations are students who better understand the expectations of our college community and their individual responsibility to help make those expectations happen.

Highlights

Student Affairs at SUNY Potsdam has long enjoyed a full and rewarding relationship with all areas of the college. This has allowed us to develop numerous opportunities for faculty and staff to be integrated into student programming outside the classroom. The relationships developed during those activities often last long after a student’s graduation. Certainly a highlight from the past year is that 96% of the students who graduated in 2012 were either employed or in graduate school nine months after their graduation. In addition, we opened the newly-renovated Bowman South hi-rise residence hall. The renovations included new lobby check in space, game area, multimedia room, kitchen, and dividable meeting space. Related to athletics, we had one student-athlete receive the prestigious Chancellor’s Scholar-Athlete Award for the Fall, and two for the Spring. No SUNY school had more!

Goals/Assumptions

- Finalize and implement Student Affairs assessment plans.
- Continue the growth and development of BEAR - Be Ethical, Aware, and Responsible @ Potsdam civility initiative.
- Work to integrate Athletics with Student Affairs now that they are in our Division.
- Prioritize program and staff fiscal needs in order to accomplish more with fewer resources.

<table>
<thead>
<tr>
<th>SUNY POTSDAM</th>
<th>2013-2014 Campus Financial Plan</th>
<th>Student Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013 Budget</td>
<td>2013-2014 Budget</td>
<td>Change $</td>
</tr>
<tr>
<td>Personal Service</td>
<td>$ 1,362,631</td>
<td>$ 2,470,820</td>
</tr>
<tr>
<td>Temporary Service</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Other Than Personal Service</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 1,362,631</td>
<td>$ 2,470,820</td>
</tr>
</tbody>
</table>
Division of Enrollment Management

Overview

The Division of Enrollment Management includes four departments: Admissions, Financial Aid, Student Accounts and the Office of Institutional Effectiveness. Administrative responsibility for these departments is under the direction of the Associate Vice President for Institutional Effectiveness and Enrollment Management, Dr. Bruce Carl Brydges. The Enrollment Management Division employs approximately 31 staff across the four units (Admissions, Financial Aid, Student Accounts & Institutional Effectiveness). The Division of Enrollment Management provides quality programs and service designed to meet SUNY Potsdam’s enrollment goals, including primary focus on recruitment of freshmen, transfer students and students pursuing graduate studies. While the Division of Enrollment Management is not solely responsible for student retention outcomes, these units work collaboratively with other campus groups to provide programs and services necessary to achieve the College’s student retention goals.

Highlights

The SUNY Potsdam Enrollment Management Division continues to be well-known and highly regarded among SUNY peers for its innovative and progressive approaches in the areas of student recruitment, financial aid and student accounts administration, and is often deemed a model of success among SUNY peers. Other highlights and accolades include:

- Among the first group of SUNY units to implement a paperless student refund process.
- 2012-13 saw the addition of a fulltime International Undergraduate/Graduate Admissions Counselor with an initial emphasis on recruitment in Asia and Canada.

<table>
<thead>
<tr>
<th>SUNY POTSDAM</th>
<th>2013-2014 Campus Financial Plan</th>
<th>Enrollment Management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012-2013 Budget</td>
<td>2013-2014 Budget</td>
</tr>
<tr>
<td>Personal Service</td>
<td>$1,832,847</td>
<td>$1,664,817</td>
</tr>
<tr>
<td>Temporary Service</td>
<td>$40,090</td>
<td>$40,090</td>
</tr>
<tr>
<td>Other Than Personal Service</td>
<td>$472,022</td>
<td>$472,022</td>
</tr>
<tr>
<td>Total</td>
<td>$2,344,959</td>
<td>$2,176,929</td>
</tr>
</tbody>
</table>

Bruce Brydges, Associate Vice President for Institutional Effectiveness and Enrollment Management
Division of College Advancement

Overview

College Advancement reports to Vicki Templeton-Cornell, Vice President for College Advancement, and is responsible for fund-raising, external and internal communications, alumni affairs and government relations for the College. The Vice President for college advancement also serves as the executive director of the Potsdam College Foundation, Inc., which is described more fully in Section G of this document.

Major organizational components of the Advancement Division, include Development, led by Emily Hutchison, which has primary responsibility for major gifts, The Fund for Potsdam, alumni relations, donor relations, event planning, and advancement research & services. Marketing Communications, led by Deb Dudley, is responsible for the image and distinction of the college, to include management of its brand, publications, the college website, media relations, government relations, and the college switchboard.

Highlights

In April 2013, the college launched its third comprehensive campaign - Take the Lead: the Campaign for Potsdam - with an ambitious goal of $27M by Potsdam’s bicentennial in 2016. As of the end of FY2012/2013 (June 20, 2013), more than $17.8 had already been pledged.

Although we are one of the smallest in our SUNY peer group (the 13 SUNY Public Master Universities), according to the FY2012 Voluntary Support of Education (VSE) Report, SUNY Potsdam is ranked #1 in Total Alumni Participation in giving.

According to the FY2012 VSE Report, SUNY Potsdam is ranked #11 in Alumni Participation for public masters universities in the U.S.

The college raised $4,258,719 in gifts during 2012/2013.

Unrestricted gifts totaled $1,024,643 (a 3% increase over 2011/2012.)

The colleges endowment grew to $20,479,385 with a fiscal year-end market value of $22,467,722.

The Potsdam College Foundation, Inc. awarded $820,701 in scholarships to 523 recipients (up from $676,400 awarded to 496 recipients the previous year.)

<table>
<thead>
<tr>
<th>SUNY POTSDAM 2013-2014 Campus Financial Plan Advancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013 Budget</td>
</tr>
<tr>
<td>------------------</td>
</tr>
<tr>
<td>Personal Service</td>
</tr>
<tr>
<td>Temporary Service</td>
</tr>
<tr>
<td>Other Than Personal Service</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>
Annual Goals

- Raise significant funds for the college in order to meet the highest priorities of the institution.

- Manage the “public phase” of the Take the Lead: The Campaign for Potsdam in order to successfully raise $27M by 2016.

- Encourage alumni of the college to return to their alma mater to support the current students and faculty through mentoring, volunteerism, and philanthropy.
Residence Life
Operating Budget

- DIFR
  - Highlights
  - Planning Assumptions
  - Operating Budget
Residence Life Operating Budget

The Residence Life program at SUNY Potsdam is comprised of seven separate residence halls. Some of the buildings are divided into smaller areas or wings based on the design and for ease of staffing. The current overall design capacity is 2,712. Eric Duchscherer is the Director of Residence Life. He is assisted in coordinating the on campus housing program by Assistant Directors Josh McLear and Amanda Grazioso, and Program Coordinator, Melissa Garwol. In addition, there are 2 office support staff, 4 full-time Resident Directors, 5 part-time Resident Directors (called Graduate RD’s), 79 Resident Assistants (RAs) and 16 Academic Peer Mentors (who are in our First-Year Experience (FYE) Program.)

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2013-2014 Residence Life operating budget of $16.1 million funds with approximately 100 FTE positions. The budget has been prepared in accordance with the flexibility granted by the SUNY Dormitory Devolution procedures. These procedures grant campuses greater flexibility in the management of residence hall operations. SUNY residence halls are completely self-sufficient and supported entirely by revenue generated from operations (collection of room fees). Consultation with students concerning the proposed 2013-2014 rates and capital projects were conducted with Student Government Association in February 2013 followed by a campus-wide open forum.

Highlights

The Department of Residence Life has data that goes back to the 1995-1996 academic year that assesses the quality of the residential experience as self-reported by our students. Survey results consistently show that students have a strong overall satisfaction with residential living. Key components to their satisfaction include 97% feeling safe in their living environment and 91% with the overall conditions of their residence hall. Moreover, students report positive relationships with each other and with their interactions and assistance they receive from the residence hall staff. Indeed, the staff is the cornerstone of our program and is the foundation for the success of our program. Their number one priority is the learning and development of our students. Numerous social and educational programs are offered throughout the year to foster this learning and skill building.
Of particular note is the recent development of Residential Learning Outcomes. This work has resulted to the Department’s mission and vision as well as the creation of six learning outcomes. Residence Life is currently in the process of understanding how to implement and assess our new learning outcomes. Participation in our Residence Life program provides students with the skills, abilities, and knowledge to: become self-reliant; attain personal responsibility, build relationships in one’s community, understand and develop one’s own values, talents and attributes, make informed decisions and solve problems; and reach one’s personal best.

Other services provided to residential students include:

- Satellite fitness center in Lehman Hall
- Time Warner Road Runner Internet access in rooms, port per pillow
- Time Warner Wi-Fi throughout the halls
- Time Warner Cable (about 70 basic channels)
- Unlimited access to laundry, including on some floors
- Convenient access to vending
- Emergency red phones on each floor/area with direct dial to University Police
- 24-hour electronic card access and door monitoring
- Common area video surveillance in some areas
- Access to kitchen/cooking facilities
- Web-based movies through Residence Life Cinemas
Residence Life Operating Budget

Planning Assumptions

Some planning assumptions were used in the development of the 2013-2014 budget to include:

- Residence hall room rates for a standard double room will increase $200 annually from $5,970 to $6,170. Total available revenue will be $16.1 million.

- Residence hall occupancy will remain above 90% in the Fall and approximately 85% in the Spring semester.

- Contractual salary increases are included within the budget.

- Modest increase in utility costs.

- Resident Assistant and Mentor stipends remain the same.

- An increase in $860,731 for debt service.

- Other spending costs remain constant (i.e. furniture replacement, contractual obligations for laundry, Residence Life Cinemas, fitness center equipment lease, phones, and Time Warner)

Operating Budget

The 2013-2014 Residence Life operating budget totals $16.1 million and funds approximately 100 FTE positions. It includes 15 Residence Life staff, 3 Counseling Center staff, 4.25 University Police positions, 67.68 Physical Plant staff, 5.1 other Student Affairs staff, and 3.3 other College Administration.

Laundry, cable, Internet, phones, 25% of campus utility charges, furniture replacement, and other lease payments are all paid out of the operating budget.

Debt services for past and current renovations projects are also paid out of the operating budget. Past debt includes renovation projects to Draime, Lehman bathrooms, various roofs, etc. as well as the construction of the townhouses. New debt and projects include major renovations to Bowman Hall and structural enhancements and upgrades to various other residence halls.

All staffing, programs, and facilities projects are intended to advance College goals as well as our mission statement: “The Department of Residence Life at SUNY Potsdam provides a safe and clean environment, resourceful staff, and learning experiences for the members of our residential community in pursuit of their education goals.”
### Residence Life Operating Budget

<table>
<thead>
<tr>
<th>Room Types</th>
<th>Bed Rental Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fall</strong></td>
<td></td>
</tr>
<tr>
<td>Standard Double</td>
<td>$3,085</td>
</tr>
<tr>
<td>Standard/Medical Single</td>
<td>$3,085</td>
</tr>
<tr>
<td>Suite w/ Bath</td>
<td>$3,235</td>
</tr>
<tr>
<td>Suite w/o Bath</td>
<td>$3,085</td>
</tr>
<tr>
<td>Triple</td>
<td>$3,085</td>
</tr>
<tr>
<td>Apartment</td>
<td>$3,385</td>
</tr>
<tr>
<td>Super Single in Double</td>
<td>$3,860</td>
</tr>
<tr>
<td>Super Single in Suite w/ Bath</td>
<td>$4,010</td>
</tr>
<tr>
<td>Super Single in Suite w/o Bath</td>
<td>$3,860</td>
</tr>
<tr>
<td>Super Single in Apart&amp;Thouse</td>
<td>$3,935</td>
</tr>
<tr>
<td>Senior Single in Double</td>
<td>$3,860</td>
</tr>
<tr>
<td>Draime Premium Single</td>
<td>$3,860</td>
</tr>
<tr>
<td><strong>Spring</strong></td>
<td></td>
</tr>
<tr>
<td>Standard Double</td>
<td>$3,085</td>
</tr>
<tr>
<td>Standard/Medical Single</td>
<td>$3,085</td>
</tr>
<tr>
<td>Suite w/ Bath</td>
<td>$3,235</td>
</tr>
<tr>
<td>Suite w/o Bath</td>
<td>$3,085</td>
</tr>
<tr>
<td>Triple</td>
<td>$3,085</td>
</tr>
<tr>
<td>Apartment</td>
<td>$3,385</td>
</tr>
<tr>
<td>Super Single in Double</td>
<td>$3,860</td>
</tr>
<tr>
<td>Super Single in Suite w/ Bath</td>
<td>$4,010</td>
</tr>
<tr>
<td>Super Single in Suite w/o Bath</td>
<td>$3,860</td>
</tr>
<tr>
<td>Super Single in Apart&amp;Thouse</td>
<td>$3,935</td>
</tr>
<tr>
<td>Senior Single in Double</td>
<td>$3,860</td>
</tr>
<tr>
<td>Draime Premium Single</td>
<td>$3,860</td>
</tr>
</tbody>
</table>
POTSDAM AUXILIARY AND COLLEGE EDUCATIONAL SERVICES

- PACES
  - Overview
  - Highlights
- Dining Services
  - Overview
  - Highlights
  - Meal Plans
- SUNYCard
- Retail Operations
  - The College Store
  - Union Market
  - Textbooks
- Vending Services
- Washers & Dryers
- Administrative Services
Potsdam Auxiliary & College Educational Services, Inc.

Overview

PACES is the auxiliary service corporation at SUNY Potsdam incorporated on May 1, 1950. PACES is a private corporation governed by the Not-for-Profit Corporation Laws of the State of New York. The bylaws along with the SUNY Guidelines for Auxiliary Service Corporations detail the purpose, membership, meeting requirements, director responsibilities and reporting requirements for the day to day operations of the corporation. The board of directors consists of students (4), faculty members (3), administrators (3) and the PACES Executive Director for a total of 11 directors. Officers are elected on an annual basis by the directors.

The mission of PACES is to offer high-quality products and services to the customers in the SUNY Potsdam community through the provision of auxiliary services: Dining Services, The College Store Complex, Vending Services, and Administrative Services. All of PACES’ services maximize customer value and financial return to the benefit of the larger SUNY Potsdam community.

The PACES budget includes Dining Services, The College Store, Vending Services, Washers and Dryers, and Administrative Services. PACES employs approximately 430 employees including management, hourly, temporary and students. The budget is prepared on an annual basis by the Executive Director in consultation with the Director of Dining Services and the College Store based on input from members of the Board of Directors. The budget is presented to the Board at their February meeting for final approval. The budget is also subject to final approval and review by the Campus President and SUNY System Administration.
Highlights & Planning Assumptions

- Salaries are budgeted based on similar wage increases used in prior years and the negotiated settlement with CSEA Local 625. Benefits were budgeted based on current and projected costs for the fiscal year.

- A payment to the college in the amount of $202,125 for the utility assessment fee.

- A payment to the college in the amount of $105,000 for rent.

- Insurance costs of $70,500.

- Capital expenditures of $175,000. Dining Services plans to replace the student dining court seating area floor, purchase a new maintenance van, a charbroiler for the Student Union Dining Court, a turbo oven for Lehman Dining Hall, equipment for the Maxcy Hall concessions area, and new equipment for the Performing Arts Building. Administrative Services plans to purchase new equipment and software to update the CS Gold system.

- Financing costs associated with Becky’s Place at Pratt Commons.

- No major changes planned for vending operations.

- Washers and Dryers income is based on a fixed fee paid by students through their residence hall fees.

- Contribution of $550,000, an increase of $50,000, as an unrestricted gift to the Potsdam College Foundation.

- Transfer of net revenues to corporate equity to meet guidelines mandated by SUNY System Administration.

PACES BOARD OF DIRECTORS

ADMINISTRATIVE APPOINTMENTS
- VP for Administration: Natalie Higley
- Dean of Students/Campus Life: Chip Morris
- Director of Residence Life: Eric Duchscherer

FACULTY REPRESENTATIVES
- Vancant Chair of Faculty Senate: Jan Trybula
- Accomodative Services: Sharon House

STUDENT REPRESENTATIVES
- President, SGA: Sara Behuniak
- Treasurer, SGA: Zachary Slocum
- Representative, Student-at-Large: Melissa Maldonado
- Representative, Student-at-Large: Jully Gomez

EX-OFFICIO MEMBER
- Executive Director, PACES: Daniel Hayes
# PACES BUDGET SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2013-2014 Budget</th>
<th>2012-2013 Budget</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DINING SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$11,620,125</td>
<td>$11,591,625</td>
<td>$28,500</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>$3,834,641</td>
<td>$3,941,153</td>
<td>($106,512)</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$6,663,780</td>
<td>$6,617,963</td>
<td>$45,817</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Allocation of Administrative Expenses</td>
<td>$524,325</td>
<td>$517,440</td>
<td>$6,885</td>
</tr>
<tr>
<td>Excess of Revenue over Expenses</td>
<td>$597,379</td>
<td>$515,069</td>
<td>$82,310</td>
</tr>
<tr>
<td><strong>COLLEGE STORE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$3,320,300</td>
<td>$3,310,000</td>
<td>$10,300</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>$2,307,609</td>
<td>$2,300,450</td>
<td>$7,159</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$842,709</td>
<td>$864,978</td>
<td>($22,269)</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>$47,300</td>
<td>$47,300</td>
<td>$-</td>
</tr>
<tr>
<td>Allocation of Administrative Expenses</td>
<td>$160,000</td>
<td>$160,000</td>
<td>$-</td>
</tr>
<tr>
<td>Excess of Revenue over Expenses</td>
<td>$57,282</td>
<td>$31,872</td>
<td>$25,410</td>
</tr>
<tr>
<td><strong>VENDING SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$445,000</td>
<td>$460,000</td>
<td>($15,000)</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>$347,100</td>
<td>$358,800</td>
<td>($11,700)</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$6,280</td>
<td>$6,280</td>
<td>$-</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Allocation of Administrative Expenses</td>
<td>$20,750</td>
<td>$20,750</td>
<td>$-</td>
</tr>
<tr>
<td>Excess of Revenue over Expenses</td>
<td>$70,870</td>
<td>$74,170</td>
<td>($3,300)</td>
</tr>
<tr>
<td><strong>WASHERS AND DRYERS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$187,000</td>
<td>$180,000</td>
<td>$7,000</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>$105,101</td>
<td>$98,532</td>
<td>$6,569</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$44,175</td>
<td>$44,175</td>
<td>$-</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$-</td>
</tr>
<tr>
<td>Allocation of Administrative Expenses</td>
<td>$7,000</td>
<td>$7,000</td>
<td>$-</td>
</tr>
<tr>
<td>Excess of Revenue over Expenses</td>
<td>$35,724</td>
<td>$35,293</td>
<td>$431</td>
</tr>
</tbody>
</table>

Total Revenue from Operations $15,572,425 $15,541,625 $30,800
Total Cost of Sales and Operating Expenses $14,811,170 $14,885,221 ($74,051)
Excess Revenue from Operations $761,255 $656,404 $104,851
Program Expenditures $550,000 $500,000 $50,000
Transfer to Corporate Equity $211,255 $156,404 $54,851
Dining Services

Highlights & Planning Assumptions

- The proposed budget reflects the meal plan changes approved by the Board at their December 2012 meeting.

- The Dining Service budget reflects minor changes to the meal plan offered. No other major changes in operations are planned. The budget reflects the on-going attempt to balance the Dining Services workforce between management, hourly, and student employees.

- Meal plan price increases were kept of a minimum. The increase of the most popular plan (the 14 plus $100) is 4.75%. The All Flex plan was increased by $75 per semester with a $150 base fee charged each semester.

- Increase the minimum plan to $1,375 All Flex per semester.

- Increase the meal allowance to $6.25 per meal.

- Continue the 20% premium for all additional Flex dollars on residential meal plans except the All Flex plan.

- Continue a 20% discount for all faculty/staff sales through the Faculty Staff Plan.

- Access to Fall semester flex plans begins with lunch on Thursday, August 22, 2013 and ends with dinner on Friday, December 13, 2013, and access to meal plans begins with breakfast on Friday, August 23, 2013 and ends after breakfast on Saturday, December 14, 2013.

- Access to Spring semester flex plans begins with breakfast on Saturday, January 18, 2014 and meal plans begin with breakfast on Sunday, January 19, 2014 and ends after dinner on Saturday, May 16, 2014.

- Meals per week are based on academic week and will be pro-rated for any weeks the college is not completely in session.

- Weekly meals run from Sunday - Saturday (reset Sunday @ 2 a.m.)

- All residential students are required to purchase a residential meal plan except those students who have satisfied the campus residency requirements and live in apartments or townhouses with complete kitchens.

- Guaranteed meals may be used anytime during the week in which they are issued.

- Fall Flex balances will be closed out after dinner on Friday, December 13, 2013.

- Spring Flex balances will be closed out after dinner on Saturday, May 16, 2014.

- Assumes the opening of the new dining service location in the Performing Arts Building.

The College Store

- Sales are projected to increase slightly from the 2012-2013 budget.

Vending Services

- No major changes planned for 2013-2014.

Washers & Dryers

- Maintain current program of free play by including the cost in the residence hall fees.
- Total number of machines will be 224.
<table>
<thead>
<tr>
<th>PACES</th>
<th>DINING SERVICES</th>
<th>2013-2014 Budget</th>
<th>2012-2013 Budget</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROSS SALES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Sales</td>
<td>$10,310,125</td>
<td>$10,161,625</td>
<td>$148,500</td>
<td></td>
</tr>
<tr>
<td>Bear Express Sales</td>
<td>$310,000</td>
<td>$240,000</td>
<td>$70,000</td>
<td></td>
</tr>
<tr>
<td>Cash Sales</td>
<td>$1,000,000</td>
<td>$1,190,000</td>
<td>($190,000)</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL SALES</strong></td>
<td>$11,620,125</td>
<td>$11,591,625</td>
<td>$28,500</td>
<td></td>
</tr>
<tr>
<td><strong>COST OF SALES</strong></td>
<td>$3,834,641</td>
<td>$3,941,153</td>
<td>($106,512)</td>
<td></td>
</tr>
<tr>
<td><strong>GROSS PROFIT ON SALES</strong></td>
<td>$7,785,484</td>
<td>$7,650,472</td>
<td>$135,012</td>
<td></td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$3,523,500</td>
<td>$3,522,148</td>
<td>$1,352</td>
<td></td>
</tr>
<tr>
<td>Employee Costs/Training</td>
<td>$1,585,000</td>
<td>$1,615,135</td>
<td>($30,135)</td>
<td></td>
</tr>
<tr>
<td>Training Costs</td>
<td>$-</td>
<td>$10,000</td>
<td>($10,000)</td>
<td></td>
</tr>
<tr>
<td>Depreciation-PACES Equip</td>
<td>$338,500</td>
<td>$313,000</td>
<td>$25,500</td>
<td></td>
</tr>
<tr>
<td>Utility Assessment Fee</td>
<td>$161,280</td>
<td>$161,280</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Paper Supplies</td>
<td>$365,000</td>
<td>$355,000</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>Cleaning Supplies</td>
<td>$60,000</td>
<td>$70,000</td>
<td>($10,000)</td>
<td></td>
</tr>
<tr>
<td>China &amp; Glassware</td>
<td>$9,000</td>
<td>$5,000</td>
<td>$4,000</td>
<td></td>
</tr>
<tr>
<td>Serving Equipment</td>
<td>$125,000</td>
<td>$95,000</td>
<td>$30,000</td>
<td></td>
</tr>
<tr>
<td>Silverware and Trays</td>
<td>$2,000</td>
<td>$4,000</td>
<td>($2,000)</td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$10,000</td>
<td>$9,900</td>
<td>$100</td>
<td></td>
</tr>
<tr>
<td>Contract Supplies</td>
<td>$35,000</td>
<td>$25,000</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>Vehicles</td>
<td>$5,000</td>
<td>$5,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>$6,000</td>
<td>$9,000</td>
<td>($3,000)</td>
<td></td>
</tr>
<tr>
<td>Dues</td>
<td>$2,000</td>
<td>$1,500</td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td>Repair &amp; Maintenance</td>
<td>$95,000</td>
<td>$85,000</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>$6,000</td>
<td>$5,000</td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>Postage</td>
<td>$1,000</td>
<td>$1,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Uniforms</td>
<td>$45,000</td>
<td>$35,000</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>Programming</td>
<td>$10,000</td>
<td>$10,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Laundry</td>
<td>$30,000</td>
<td>$30,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td>$3,000</td>
<td>$5,000</td>
<td>($2,000)</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>$50,000</td>
<td>$48,000</td>
<td>$2,000</td>
<td></td>
</tr>
<tr>
<td>Licenses</td>
<td>$3,000</td>
<td>$3,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Duplicating</td>
<td>$5,000</td>
<td>$5,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Card Management System</td>
<td>$32,000</td>
<td>$32,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Books &amp; Periodicals</td>
<td>$2,500</td>
<td>$2,000</td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td>Waste Management</td>
<td>$10,000</td>
<td>$10,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Computer Supplies</td>
<td>$8,000</td>
<td>$6,000</td>
<td>$2,000</td>
<td></td>
</tr>
<tr>
<td>Catering Supplies</td>
<td>$5,000</td>
<td>$6,000</td>
<td>($1,000)</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$6,000</td>
<td>$11,000</td>
<td>($5,000)</td>
<td></td>
</tr>
<tr>
<td>Rent</td>
<td>$78,000</td>
<td>$78,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Bad Debt</td>
<td>$25,000</td>
<td>$25,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>ADP Processing Fees</td>
<td>$15,000</td>
<td>$20,000</td>
<td>($5,000)</td>
<td></td>
</tr>
<tr>
<td>Allocation of Adm. Expense</td>
<td>$7,000</td>
<td>$7,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$524,325</td>
<td>$517,440</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td>$7,188,105</td>
<td>$7,135,403</td>
<td>$52,702</td>
<td></td>
</tr>
<tr>
<td><strong>EXCESS OF REVENUE OVER EXPENSES</strong></td>
<td>$597,379</td>
<td>$515,069</td>
<td>$82,310</td>
<td></td>
</tr>
</tbody>
</table>
Dining Services Overview

PACES operates eight restaurants on campus. Meal plans can be used at every dining operation on campus. Every restaurant accepts debit and credit cards. Food service is available between fifteen and seventeen hours a day.

PACES operates one all-you-care-to-eat facility (Lehman Dining Hall), a food court with eight kiosks (Student Union Dining Court), a dessert and ice cream shop (Cookies & Cream), four cafes (Crane Snack Bar, Minerva’s Cafe, Dexter’s Cafe and Becky’s Place), and one franchise operation (Tim Horton’s.)

In addition, PACES manages a catering division, a concession stand (Bean Den Maxcy Hall), and an on-campus bakery/commissary (Bowman Kitchen.)

Highlights

PACES Dining Service is a chef-driven enterprise. Customer satisfaction, food quality, and competitive pricing are essential components of this successful program.

Eating on Campus

PACES offers award winning services, food, and programs. A majority of restaurant operations prepare a meal to customer’s specifications at the time of purchase.

PACES was voted #1 Dining Service in the 2012 SUNY Student Opinion Survey. PACES Dining Service participates in national benchmarking and longitudinal studies as well as the Student Opinion Survey (SOS) Project. The National Association of College and University Food Service (NACUFS) conducts an annual benchmarking survey in which PACES Dining Services has traditionally scored significantly higher than the national average in every single category (value, service, satisfaction, food quality, cleanliness and variety.)

PACES Dining Services has received regional recognition for its sustainability initiatives and local food program. Two eateries, Mediterrano’s and Dexter’s Cafe, have received national recognition and dining awards.

Meal Plan Details

Meal plans consist of an allotment of meals (guaranteed meals), and or Flex Credits (declining balance account), and a number of “Be my Guest” passes.

Freshman and first-year meal plans are required, and meals are allotted on a weekly basis. Students who have met the residency requirement have a wider selection from which to choose from: a semester allotment of meals or Flex Credits.

There are no meal periods, so students may use as many meals in a given day as they wish. Weekly meals reset Sunday morning, (2 a.m.) and any unused meals are forfeited. Flex Credits and “Be my Guest” passes are allotted by the semester. Any unused credits or passes are forfeited at the end of the semester.
SUNYCard

The SUNYCard is the campus ID and is encoded with residence hall access, Bear Express (optional declining cash account) and Meal Plan account information. Potsdam students, faculty, and staff are required to have a card, and this service is managed and operated by PACES.

A Bear Express account is a discretionary optional spending account available to members of the campus community. The account is accessed through the SUNYCard. Students may deposit funds on the account through their student bills as well as with cash or credit card.

Bear Express is accepted in The College Store, Union Market, SGA Offices, Student Health Center, College Libraries, Community Performance Series, PACES Dining Services, and campus vending machines. It can also be used to purchase goods from selected off-campus merchants. PACES partners with UGryd, a division of CBORD, to configure off-campus merchant access. PACES receives a commission on off-campus Bear Express Sales. Over forty merchants currently accept the Bear Express.

The College Store Retail Complex

The complex is made up of two retail operations: The College Store and the Union Market. Both are located in the Barrington Student Union.

The store provides students with textbooks and retail merchandise. The store is open six days a week with online shopping 24/7, http://bookstore.potsdam.edu. The Union Market is a convenience store, providing easy access to essential items for campus life.

Highlights

Retail Merchandise
Inventory in the store includes: school and art supplies, logoed and insignia apparel, gifts, greeting cards, cosmetics, educationally-promoted computers and software, and a large mix of retail merchandise.

Textbooks - New, Used, Rental, E-Book

The College Store is the official SUNY Potsdam textbook retailer. Professors request specific books, editions, and course material. Students register for courses on SUNY’s BearPAWS and are given a link to the store's online textbook ordering system. The system shows what books are required, recommended, or suggested for each course and in what formats. Estimated prices are provided online in compliance with the HEOA Act.

Pre-Pack Books

Pre-orders are processed before books go on sale in the College Store and until we reach pre-pack storage capacity. Books may be paid for with Bear Express, cash, or credit/debit Card.

Bear Care Program - Gifts from Home

The Bear Care Program provides birthday, get well, celebratory and special occasion baskets. Baskets are customized to meet budgetary needs. Marketing materials are distributed to prospective customers.

Loyalty Program

Customers who have placed online orders for textbooks are rewarded with loyalty coupons for future purchases.

Additional Services

The College Store provides check cashing and money ordering services. It also provides a pick-up/drop-off dry cleaning service.

The Union Market

The Union Market is the campus convenience store. Groceries, pharmacy items, cosmetics, electronics, candy, snacks, and a digital photo center are available in the store. The Market carries a wide assortment of magazines and serves hot coffee and breakfast sandwiches. Dorm living essentials such as laundry detergent and fabric softener, soap, and plastic tubs are available.

Banking

PACES, in partnership with North Country Savings Bank, provides two ATM's on campus. One is located in the Barrington Student Union, and the other is located in Carson Hall, adjacent to Becky’s Place.
The College Store offers complete textbook service including new books, used books, book rentals, course packs and e-books. Textbooks can be ordered online from the College Store, and the order will be ready for pickup when students arrive on campus.
## PACES
### The College Store Complex

<table>
<thead>
<tr>
<th></th>
<th>2013-2014 Budget</th>
<th>2012-2013 Budget</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROSS SALES</strong></td>
<td>$ 3,320,300</td>
<td>$ 3,310,000</td>
<td>$ 10,300</td>
</tr>
<tr>
<td><strong>COST OF GOODS SOLD</strong></td>
<td>$ 2,307,609</td>
<td>$ 2,300,450</td>
<td>$ 7,159</td>
</tr>
<tr>
<td><strong>GROSS PROFIT ON SALES</strong></td>
<td>$ 1,012,691</td>
<td>$ 1,009,550</td>
<td>$ 3,141</td>
</tr>
</tbody>
</table>

### OPERATING EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2013-2014 Budget</th>
<th>2012-2013 Budget</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$ 488,000</td>
<td>$ 492,500</td>
<td>$ (4,500)</td>
</tr>
<tr>
<td>Employee Costs</td>
<td>$ 198,900</td>
<td>$ 202,000</td>
<td>$ (3,100)</td>
</tr>
<tr>
<td>Operating Supplies</td>
<td>$ 16,000</td>
<td>$ 25,000</td>
<td>$ (9,000)</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>$ 12,000</td>
<td>$ 14,000</td>
<td>$ (2,000)</td>
</tr>
<tr>
<td>Equipment Rental</td>
<td>$ 1,400</td>
<td>$ 1,200</td>
<td>$ 200</td>
</tr>
<tr>
<td>Repair &amp; Maintenance</td>
<td>$ 1,000</td>
<td>$ 1,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Telephone</td>
<td>$ 3,500</td>
<td>$ 3,200</td>
<td>$ 300</td>
</tr>
<tr>
<td>Uniform Allowance</td>
<td>$ 300</td>
<td>$ 375</td>
<td>$ (75)</td>
</tr>
<tr>
<td>Postage</td>
<td>$ 1,300</td>
<td>$ 1,800</td>
<td>$ (500)</td>
</tr>
<tr>
<td>Advertising</td>
<td>$ 2,500</td>
<td>$ 1,000</td>
<td>$ 1,500</td>
</tr>
<tr>
<td>Insurance</td>
<td>$ 10,300</td>
<td>$ 10,300</td>
<td>$ -</td>
</tr>
<tr>
<td>Freight Out</td>
<td>$ (1,881)</td>
<td>$ -</td>
<td>$ (1,881)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$ 5,000</td>
<td>$ 2,000</td>
<td>$ 3,000</td>
</tr>
<tr>
<td>Utility Assessment Fee</td>
<td>$ 13,390</td>
<td>$ 13,390</td>
<td>$ -</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$ 12,500</td>
<td>$ 14,213</td>
<td>$ (1,713)</td>
</tr>
<tr>
<td>Rent</td>
<td>$ 11,500</td>
<td>$ 11,500</td>
<td>$ -</td>
</tr>
<tr>
<td>Bad Debt</td>
<td>$ 5,000</td>
<td>$ 5,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Credit Card Fees</td>
<td>$ 25,000</td>
<td>$ 30,000</td>
<td>$ (5,000)</td>
</tr>
<tr>
<td>Maint. Agreements</td>
<td>$ 34,000</td>
<td>$ 33,500</td>
<td>$ 500</td>
</tr>
<tr>
<td>Memberships and Dues</td>
<td>$ 3,000</td>
<td>$ 3,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Allocation of Adm Expense</td>
<td>$ 160,000</td>
<td>$ 160,000</td>
<td>$ -</td>
</tr>
</tbody>
</table>

**TOTAL OPERATING EXPENSES**  $ 1,002,709  $ 1,024,978  $ (22,269)

### OTHER INCOME

<table>
<thead>
<tr>
<th>Category</th>
<th>2013-2014 Budget</th>
<th>2012-2013 Budget</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissions</td>
<td>$ 42,700</td>
<td>$ 41,000</td>
<td>$ 1,700</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>$ 4,600</td>
<td>$ 6,300</td>
<td>$ (1,700)</td>
</tr>
</tbody>
</table>

**TOTAL OTHER INCOME**  $ 47,300  $ 47,300  $ -

**EXCESS REVENUE OVER EXPENSES**  $ 57,282  $ 31,872  $ 25,410
Vending Services

PACES contracts with A.W. Collins of Canton, NY to provide vending services to the campus. A.W. Collins stocks 57 vending machines in 65 locations on campus. PACES provides electronic readers in each machine for Bear Express account holders, allowing them to purchase goods from their account.

Washers and Dryers

PACES contracts with MacGray to provide laundry services to the campus and to service these machines. The Office of Residence Life charges a fixed fee to every resident life student and reimburses PACES for the use of the machines.
Administrative Services

Annual Goals

- No fees for the replacement of damaged and broken SUNY cards.
- Maintain off-campus Bear Express Program and expand usage to Canton and other local areas using the services of UGRYD.
- Continue the microfridge rental program for residential students.
- The upgrade to the CS Gold System will allow PACES to institute an online portal for faculty, staff, and students.
### PACES

**ADMINISTRATIVE SERVICES**

<table>
<thead>
<tr>
<th>Item</th>
<th>2013-2014 Budget</th>
<th>2012-2013 Budget</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADMINISTRATIVE REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>$140,000</td>
<td>$135,000</td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>ADMINISTRATIVE EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$407,500</td>
<td>$392,000</td>
<td>$15,500</td>
</tr>
<tr>
<td>Employee Costs</td>
<td>$167,075</td>
<td>$164,640</td>
<td>$2,435</td>
</tr>
<tr>
<td>Books &amp; Periodicals</td>
<td>$750</td>
<td>$1,000</td>
<td>$(250)</td>
</tr>
<tr>
<td>Duplication</td>
<td>$6,000</td>
<td>$5,200</td>
<td>$800</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$12,000</td>
<td>$13,500</td>
<td>$(1,500)</td>
</tr>
<tr>
<td>Travel</td>
<td>$16,500</td>
<td>$17,000</td>
<td>$(500)</td>
</tr>
<tr>
<td>Telephone</td>
<td>$4,100</td>
<td>$3,000</td>
<td>$1,100</td>
</tr>
<tr>
<td>Postage</td>
<td>$2,100</td>
<td>$1,800</td>
<td>$300</td>
</tr>
<tr>
<td>Audit</td>
<td>$20,000</td>
<td>$14,000</td>
<td>$6,000</td>
</tr>
<tr>
<td>Contract Services</td>
<td>$26,000</td>
<td>$28,000</td>
<td>$(2,000)</td>
</tr>
<tr>
<td>Payroll Processing Fees</td>
<td>$18,000</td>
<td>$21,000</td>
<td>$(3,000)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$9,450</td>
<td>$7,300</td>
<td>$2,150</td>
</tr>
<tr>
<td>Insurance</td>
<td>$7,200</td>
<td>$9,500</td>
<td>$(2,300)</td>
</tr>
<tr>
<td>Advertising</td>
<td>$10,000</td>
<td>$10,000</td>
<td>-</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>$132,500</td>
<td>$140,000</td>
<td>$(7,500)</td>
</tr>
<tr>
<td>Dues</td>
<td>$1,800</td>
<td>$1,750</td>
<td>$50</td>
</tr>
<tr>
<td>Bank Fees</td>
<td>$200</td>
<td>$200</td>
<td>-</td>
</tr>
<tr>
<td>Credit Card Processing Fees</td>
<td>$3,000</td>
<td>$2,500</td>
<td>$500</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$6,400</td>
<td>$6,300</td>
<td>$100</td>
</tr>
<tr>
<td>Student Award</td>
<td>$1,000</td>
<td>$1,000</td>
<td>-</td>
</tr>
<tr>
<td>Gifts &amp; Donations</td>
<td>$500</td>
<td>$500</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL ADMINISTRATIVE EXPENSES</strong></td>
<td>$852,075</td>
<td>$840,190</td>
<td>$11,885</td>
</tr>
<tr>
<td><strong>NET ADMINISTRATIVE EXPENSES</strong></td>
<td>$712,075</td>
<td>$705,190</td>
<td>$6,885</td>
</tr>
<tr>
<td><strong>ALLOCATION OF ADMINISTRATIVE EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dining Services</td>
<td>$524,325</td>
<td>$517,440</td>
<td>$6,885</td>
</tr>
<tr>
<td>College Store</td>
<td>$160,000</td>
<td>$160,000</td>
<td>-</td>
</tr>
<tr>
<td>Vending Services</td>
<td>$27,750</td>
<td>$27,750</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$712,075</td>
<td>$705,190</td>
<td>$6,885</td>
</tr>
<tr>
<td><strong>BALANCE</strong></td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>
INCOME FUND REIMBURSABLE

- IFR
  - Overview
  - Highlights
  - Planning Assumptions

- Student Technology Fee
  - Overview
  - Highlights
  - Annual Goals

- Intercollegiate Athletic Fee
  - Overview
  - Highlights
  - Planning Assumptions

- Student Health Services
  - Mission Statement
  - Overview
  - Highlights
  - Planning Assumptions
Income Fund Reimbursable

Overview

Income Fund Reimbursable (IFR) accounts are funds that are generated and replaced by such sources as fees, fines, and direct charges to users of that function or service. Expenditures from IFR funds are controlled by available cash balance (which carries forward to subsequent fiscal years), as well as by budgeted allocations. Allocations are based on a combination of prior cash balances and projected expenditures. Allocations can be increased or decreased as necessary to reflect actual activity (revenues generated and expenses incurred) if significantly different from the original budget.

IFR revenues must be sufficient to cover applicable fringe benefits and campus-determined overhead assessments in addition to actual expenditures. These items are not budgeted separately, because they are treated as negative revenue items as opposed to expenditures. Due to the self-sufficient nature of these accounts, the revenues must cover increased expenditures resulting from inflation and negotiated salary increases.

IFR accounts, on average, are assessed an overhead rate of 9% on every dollar deposited. The rate of 9% was established July 1, 2013. The college has adopted a policy in which all IFR’s will be assessed a standard rate of 16%; this is being implemented via a multi-year phase in. Personal Service expenditures in IFR accounts are assessed a mandatory New York State Fringe benefit rate. The rate for 2013-2014 is 55.48%.

For the 2013-2014 fiscal year, the campus will operate over 100 IFR accounts and sub-accounts across many divisions of the campus.

Highlights

The campus IFR accounts are the depository accounts for the Comprehensive Fee, which is a general fee assessed to all students. This fee includes the Student Activity Fee assessed by the Student Government Association, the Intercollegiate Athletic Fee, the Student Health Services Fee, the Technology Fee, the Fitness Center Fee, and the College Transcript Fee.

Planning Assumptions

Planning assumptions used in developing the various IFR operating budgets for the 2013-2014 fiscal year include the following:

- Actual IFR allocation need is determined by the analysis of projected revenue, and historical and planned expenditures from the specific IFR accounts to reflect actual IFR allocation need.
- The total Comprehensive Fee for 2013-2014 for undergraduate students will be set at $632.00 per semester. This includes $80 per semester for the Student Activity Fee.
- Certain IFR accounts will make contributions as designated by the responsible Vice President or Dean to the College Operating Budget to achieve permanent restraint reductions inherent in the Campus Financial Plan.
- The fringe benefit rate assessed on IFR personal service expenses will be set at 55.48%.
- IFR accounts are subject to the campus overhead assessment rate.
- All campus IFR accounts will operate in accordance with SUNY’s policy of self-sufficiency.
## SUNY POTSDAM
### 2013-2014
### Income Fund Reimbursable (IFR)

<table>
<thead>
<tr>
<th></th>
<th>Personal Service</th>
<th>Temp Service</th>
<th>OTPS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic Affairs</strong></td>
<td>8,556</td>
<td>314,750</td>
<td>2,072,406</td>
<td>2,395,712</td>
</tr>
<tr>
<td><strong>Advancement</strong></td>
<td>-</td>
<td>-</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Business Affairs</strong></td>
<td>262,563</td>
<td>60,000</td>
<td>2,239,570</td>
<td>2,562,133</td>
</tr>
<tr>
<td><strong>Campus</strong></td>
<td>132,497</td>
<td>465,000</td>
<td>2,158,655</td>
<td>2,756,152</td>
</tr>
<tr>
<td><strong>President</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Student Affairs</strong></td>
<td>724,673</td>
<td>355,450</td>
<td>2,638,380</td>
<td>3,718,503</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>1,128,289</td>
<td>1,195,200</td>
<td>9,124,011</td>
<td>11,447,500</td>
</tr>
</tbody>
</table>

### Revenue $11,447,500

- **Student Affairs**: 33%
- **Academic Affairs**: 21%
- **Business Affairs**: 22%
- **Campus**: 24%
- **Advancement**: 0%

### Expenditure $11,447,500

- **OTPS**: 80%
- **Personal Service**: 10%
- **Temp Service**: 10%
<table>
<thead>
<tr>
<th></th>
<th>2013-2014 Proposed Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service</td>
<td>$1,128,289</td>
</tr>
<tr>
<td>Temporary Service</td>
<td>$1,195,200</td>
</tr>
<tr>
<td>Other Than Personal Service</td>
<td>$9,124,011</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$11,447,500</td>
</tr>
</tbody>
</table>
The SUNY Potsdam Comprehensive Fee is a major component of the campus IFR account activity. This is a general fee that provides SUNY Potsdam students access to college services without additional user fees at each location. The Comprehensive Fee for 2013-14 for undergraduate students is set at $639.50. The fee is comprised of the following six groups:

**Student Activity Fee** – The adopted 2013-14 Student Government Association budget assumes a per semester charge for the Student Activity Fee of $80.00.

**Intercollegiate Athletic Fee** – The adopted 2013-2014 Intercollegiate Athletics Budget assumes a per semester charge for the Intercollegiate Athletics Fee of $179.00. This fee was approved by the campus Intercollegiate Athletic Board.

**Student Health Services Fee** – The adopted 2013-2014 Student Health Services budget assumes a per semester charge for the Student Health Services Fee of $168.00. The 2013-14 Student Health Services budget increases support at the Counseling Center. The Student Health Services Budget was reviewed by the campus Student Health Advisory Committee.

**Technology Fee** – The 2013-2014 Campus Financial Plan assumes a per semester charge for technology support of $192.50. This increase was supported by the Teaching and Learning Technology Roundtable (TLTR).

**Fitness Center Fee** – The 2013-2014 Fitness Center budget assumes a per semester charge of $15.00. This fee is used to provide staffing and state-of-the-art fitness equipment for both the Shane T. Shaul Fitness Center and the satellite facility in Lehman Hall.

**Transcript Fee** – The 2013-2014 budget assumes a per semester charge of $5.00. This fee supports provision of transcripts to current and former students as a service of the College Registrar's Office.
Technology Fee

Overview

The Assistant Vice President for Information Services/CIO provides leadership and oversight for the Technology Fee budget. Funds from the Technology Fee support a wide range of campus technology services including:

- Physical and virtual IT infrastructures
- Secure online services that include:
  1. BearPAWS - providing students the ability to register for courses, view grades and financial aid, pay bills, and check-in electronically;
  2. BearDEN - a web-based degree navigation and audit system;
  3. BearMail - a web interface to access Potsdam e-mail;
  4. Wireless @ SUNY Potsdam (W@SP) – a standard 802.11b/g wireless implementation available widely throughout campus.

CTS Staff members must balance innovation with day-to-day operation and maintenance of the College's technology infrastructure. During the past decade, the Technology Fee has allowed the SUNY Potsdam campus to develop a comprehensive and robust technology infrastructure which includes:

- Thirteen hands-on classroom computer labs and public computer labs
- Forty-one projection classrooms with various "smart" technologies
- Twenty-one departmental mini-labs (pods of computers) loaded with discipline specific curricular software packages;
- SEGP membership and access to NYSERNet's private Research & Educational Network and Internet2

The Technology Fee has resulted in a wide range of technological improvements benefiting students in every program across the campus.

Priorities are identified based on state and federal mandates, university strategic goals, the Teaching and Learning Technology Roundtable Committee (TLTR) Strategic Technology Plan, the TLTR Projection Classroom Plan, comments and requests taken during annual one-on-one CTS-academic department meetings, SGA and student requests, and administrative and residential needs.

Annual Goals

CTS goals and objectives are determined in collaboration with the Provost & Vice President for Academic Affairs, associated campus committees, campus offices, CTS unit managers and staff members. Goals for 2013-14, which will be funded in whole or in part through the Technology Fee include:

- Expanding state-of-the-art technology facilities in new Performing Arts Center
- Increase the number of projection classrooms across campus
- Expand computer and technology access in Crumb Library
- Expand print services for students on campus
- Expand wireless internet on campus with future goal of ubiquitous coverage
- Ensure fiscal support of the student facilities computer and classroom AV lifestyles
SUNY POTSDAM
2013-2014
Income Fund Reimbursable (IFR)
Technology Fee

Budgeted Revenue:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Technology Fee</td>
<td>$800,000</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$800,000</td>
</tr>
</tbody>
</table>

Budgeted Expenses:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary Service</td>
<td>$50,000</td>
</tr>
<tr>
<td>OTPS</td>
<td>$750,000</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$800,000</td>
</tr>
</tbody>
</table>

Area of Expense | 2012-2013 Allocation | 2013-2014 Allocation | Change $ |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Temporary Service</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$ -</td>
</tr>
<tr>
<td>OTPS</td>
<td>$770,000</td>
<td>$750,000</td>
<td>$(20,000)</td>
</tr>
<tr>
<td>Total</td>
<td>$820,000</td>
<td>$800,000</td>
<td>$(20,000)</td>
</tr>
</tbody>
</table>
Intercollegiate Athletic Fee

Overview

The SUNY Potsdam Intercollegiate Athletics program competes in 16 intercollegiate athletic sports at the NCAA Division III level primarily within the State University of New York Athletic Conference (SUNYAC). This includes competition in seven men's sports and nine women's sports. The athletics program is directed by long-time Director of Athletics Jim Zalacca.

SUNY Potsdam has a storied history of successful competition on the athletic fields, including the 1981 and 1985 National Championships in men's basketball and individual championships in wrestling and men's diving.

Potsdam has had over 40 student athletes named as All-Americans, and two Potsdam athletes have received NCAA post graduate scholarships in the past decade. Funding for the SUNY Potsdam athletics program is provided primarily from the Intercollegiate Athletic Fee that all students pay.

Highlights

The Potsdam State Bears have received a number of individual and team honors over the past year. However, perhaps the most important is that during the 2012-13 Academic Year, 94 SUNY Potsdam student athletes (33%) were named to the All-Academic Team, and 64 (22%) student athletes were named to the Commissioner's List for sustained academic performance.

Some highlights of the 2012-13 season include:

Individual Athlete Honors:

16 student athletes were named to their respective all-conference teams in 2012-13.

23 student-athletes were named Conference Players of the Week.

Men's Lacrosse player, Brady Fremont, was named SUNY Potsdam's 7th USILA All-American.

Men's Swimmer, Alexander Taylor, defended his SUNYAC Titles in the 100 and 200 breaststroke events and set a SUNYAC record in the 200.

Men's Soccer player, Joseph Glackin, was named to the NSCAA Men's College Division Scholar All-East Region Team.

The Athletic Department Maxy-Molnar Awards for the outstanding male and female senior student-athletes went to Alexander Taylor, Men's Swimming, and Elizabeth Ringer, Women's Swimming.

Potsdam student-athletes also contributed thousands of hours of volunteer service to the following programs:

- Adopt-a-Bear (mentor kids)
- All Greek Council Dance-a-Thon
- Biddy Basketball
- Bone Marrow Drive
- Breast Cancer Walk
- Bridges Program Mentors
- Building Blocks Daycare
- Cancer Awareness Fundraiser
- Civility Initiative Sit-in
- Coat/Blanket Drive
- Community Leaf Raking
- CPH Pediatrics Unit Donation
- Cystic Fibrosis Night
- Droppin' the Gloves on Cancer
- Elementary Classrooms
- Elementary Robotics Club
- Fright Night
- Hazing Awareness Week
- Juvenile Diabetes Walk for Willz
- Massena Minor Hockey
- Operation Beautiful
- Potsdam Humane Society
- Pink Zone Fundraiser
- Potsdam Holiday Fund
- QPR Suicide Prevention Training
- SLC Psychiatric Center Children's Holiday Party
- Soup Kitchen Dinner
- Sponsor a Child
- Suicide Awareness Walk
- SUNY Potsdam Scholarship
- Team Impact
- Golf Tournament
- Section X Fundraiser
- Zumbathon with St. Lawrence University

Jim Zalacca
Director, Athletics & Physical Education
Intercollegiate Athletics Program Goals:

We aspire to provide our student-athletes with a positive and meaningful collegiate experience accentuating scholarship, citizenship, sportsmanship, and ethical and moral values as the baseline for a broad-based athletic program.

Planning Assumptions

Planning assumptions used in the development of the 2013-2014 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee for 2013-14 will be set at $178.50 per semester.
- Undergraduate full-time enrollment for the Fall will be 3,773 students.
- SUNY Potsdam will compete in the same sports.
- The Intercollegiate Athletics Fee will reallocate $190,680 to the University Operating budget.

<table>
<thead>
<tr>
<th>Budgeted Revenue:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Revenue</td>
<td>$1,854,155</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$1,854,155</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Budgeted Expenses:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$ -</td>
</tr>
<tr>
<td>Temporary Services</td>
<td>$294,000</td>
</tr>
<tr>
<td>OTPS</td>
<td>$1,560,155</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$1,854,155</td>
</tr>
</tbody>
</table>
Mission Statement

The Student Health Services’ Mission at SUNY Potsdam is to maintain an environment that supports academic and personal development. This includes reducing health-related barriers to learning and guiding students toward the development of a personal wellness program that will lay the foundation for a healthy life.

Overview

SUNY Potsdam is located in a medically underserved portion of the state. The ability of its students to access health care in the community can be difficult. As a result, SUNY Potsdam’s Student Health Services is robustly staffed and is well used. Between 6,500 and 6,800 students visit the Watkins Student Health Clinic every year. Services provided include:

- Reproductive health exams and counseling.
- Evaluation and treatment for acute illness, with free medications to treat many of them.
- Treatment and follow-up of chronic medical illnesses.
- Complete physicals for student athletes, travel abroad, and employment.
- Nicotine cessation counseling.
- Confidential HIV testing and counseling.
- Psychological screening and referral.
- Self Care Center: medications and advice for colds/flu without having to see a provider.
- Allergy shots.
- Blood pressure screening.
- Flu shot clinics.
- On-site phlebotomy so students needn’t leave campus for blood draws.
- Testing for many acute illnesses at no additional charge (CLIA waived lab).
- Passive and active teaching of health issues.
- Annual Wellness Fair for campus and community.
- On-site insurance representative.
- Review and maintenance of health records for each student.
- Compliance review for mandated health requirements.
- Teaching of a one-credit Physical Education class designed to assist overweight students in learning to achieve a healthier weight.

Staffing

The Watkins Student Health Clinic is located on the first floor of Van Housen Hall. It is a department within the Division of Student Affairs, which is supervised by William (Chip) Morris, the Dean of Students. Richard E. Moose, MD, acts as the administrative and medical director of Student Health Services. Student opinions and input is obtained through an active Student Health Advisory Council and an annual patient satisfaction survey.

Other high-quality medical care is provided by Mary Beth Rosenfeld, ANP; Tracy Harcourt, FNP; and Katharine Matthis, RPAC. Supporting the medical providers’ role in delivering care to students, Student Health Services also employs: a registered nurse, two licensed practical nurses, a secretary, a receptionist, an insurance and accreditation coordinator, a medical lab technician, and a campus health educator.
Funding

The operation of the Student Health Services is funded exclusively by a mandatory Student Health Fee levied on all students. Currently, the fee is $168 per semester. New for this year, the Student Health Services IFR is being charged a 9% Administrative Overhead and Maintenance fee by the college, which will increase each year until it reaches 16%. The remaining funds are placed in an Income Fund Reimbursable (IFR) account, from which all the operating expenses for the department are paid. This includes the salaries, fringe benefits, office supplies, office equipment, medical supplies, medical equipment, medications, and laboratory supplies necessary to keep the service available. Additionally, the fund pays the salaries of two counselors at the College Counseling Center, and the majority of the salary for the campus’ psychiatrist.

Planning Assumptions

• The estimated fringes for 2013-2014 is 55.48%.

• Student Health Services Fee will increase by approximately 3% per semester.

• The Administrative Overhead and Maintenance fee will increase by 1% per year to a maximum of 16%.

• All other Student Health Services program funding will remain the same.

---

**SUNY POTSDAM**

2013-2014

**Income Fund Reimbursable (IFR)**

**Student Health Services**

**Budgeted Revenue:**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Revenue</td>
<td>$734,200</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$734,200</td>
</tr>
</tbody>
</table>

**Budgeted Expenses:**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$629,200</td>
</tr>
<tr>
<td>Temporary Services</td>
<td>$5,000</td>
</tr>
<tr>
<td>OTPS</td>
<td>$100,000</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$734,200</td>
</tr>
</tbody>
</table>
STATE UNIVERSITY TUITION REIMBURSABLE ACCOUNT

- Overview
- Highlights
- Planning Assumptions
- Operating Budget
SUNY POTSDAM
2013-2014 State University Tuition Reimbursable (SUTRA)

Overview

The State University Tuition Reimbursable Account (SUTRA) budget includes the following income fund reimbursable types of activities:

- Summer Sessions
- International Programs

The major components of SUTRA on the Potsdam campus are managed by the Office of Extended Education.

The primary activities funded by SUTRA are Summer Session and Experiential Education.

Summer Session within SUTRA operates on the SUNY concept of self-sufficiency.

SUTRA expenditures consist of directly-related instructional expenses, plus a small staff in the Extended Education and Experiential Education Offices responsible for administration of these activities. In addition, overflow tuition beyond that projected by the campus enrollment and financial plans passes through SUTRA for eventual use by the campus.

Extended Education is directed by Dr. Thomas Fuhr. The Department is responsible for the college's Summer Sessions, Winterim, distance learning, extension sites for graduate teacher education in Ottawa and Watertown, undergraduate business administration offerings in Watertown and on weekends at the Potsdam campus.

The mission of Extended Education is to provide enhanced course offerings at a number of remote sites, as well as providing opportunities for degree completion through distance learning and on evenings and weekends.
Highlights

Extended Education reports directly to the Provost and Vice President for Academic Affairs. Experiential Education reports to the Director of the Student Success Center, Tammy Durant.

Planning Assumptions

Planning assumptions used in the development of the 2013-2014 SUTRA operating budget include the following:

- Summer Sessions revenues for 2013-14 will be approximately $865,000.

- Summer Sessions will continue to fund 4.11 FTE positions. In Extended Education 2.11 and 2.0 in Experiential Education.

Operating Budget

The total 2013-2014 SUTRA budget is projected at $865,000, which reflects the current level of activity in this fund.
Mission Statement
Overview
Assets
Highlights
PCF
- All Realized Gifts by Level
- Scholarship & Fundraising Summary
- Balance Sheet
- Notes for Financial Reports
- Foundation Operating Budget
- Board of Trustees
SUNY Potsdam
2013-14 Operating
Budget Potsdam College
Foundation

Mission

The mission of the Potsdam College Foundation is to ensure a quality future for SUNY Potsdam. In cooperation with the staff of SUNY Potsdam, the Foundation will reach out to the College's communities, promote a positive image, forge and nurture relationships, secure and steward private funding, and augment all College resources.

Overview

The Potsdam College Foundation is a non-profit corporation, established in 1968, to steward the continued growth of private giving in support of SUNY Potsdam. The Foundation is governed by a volunteer Board of 30 Trustees which includes representation from SUNY Potsdam's alumni, faculty, faculty emeriti, and students, as well as the regional and national community.

Assets

The Foundation oversees the management of private funds given to SUNY Potsdam through the Potsdam College Foundation. In addition, the Foundation owns art objects and cultural artifacts that are used for teaching and for display on the campus. The assets managed by the Potsdam College Foundation are valued at $31 million.

Highlights

In Spring 2013, the Foundation entered the public phase of its Take the Lead Campaign, with a goal of raising $27M by the College's bicentennial in 2016. As a "comprehensive" campaign, all annual gifts to the College will be counted in the Campaign. During the 2012-13 Fiscal Year, the Foundation collected $4,332,368 in gifts to the College, an increase of over $790,000 from the previous year. Unrestricted gifts (including those given to School or general program area) totaled $1,024,643, an increase of more than $38,000 from the previous year.
Scholarship and Fundraising Summary

**FY11/12 & FY12/13**

**Scholarship Summary**

**2011/2012**
- $2,341,095 awarded to 990 Students
- SUNY Potsdam
  - $1,665,695 (71%)
- Potsdam College Foundation
  - $676,400 (29%)

**2012/2013**
- $2,618,393 awarded to 1,069 Students
- SUNY Potsdam
  - $1,797,392 (69%)
- Potsdam College Foundation
  - $820,701 (31%)

**Potsdam College Foundation, Inc.**
- Total scholarships awarded: 609
- # of recipients: 496
- # of named scholarships: 352
- # fully endowed: 217
- # new endowed scholarships: 15

**SUNY Potsdam (College-Funded)**
- Total scholarships awarded: 630
- # of unique recipients: 620

**FY11/12 & FY12/13**

**Fundraising Summary**

**FY 2011/2012**
- Goal: $2,542,520
- Raised: $2,669,337
- **Endowment**
  - $852,937 (32%)
- **Unrestricted**
  - $761,949 (28%)
- **Restricted**
  - $820,745 (31%)

- Average Gift: $864
- # of new BFR Members: 11
- Realized Deferred Gifts: 4 ($43,448)

**FY 2012/2013**
- Goal: $2,779,395
- Raised: $4,257,719
- **Endowment**
  - $2,187,351 (61%)
- **Unrestricted**
  - $792,512 (19%)
- **Restricted (Directed to a School)**
  - $445,723 (15%)

- Average Gift: $844
- # of new BFR Members: 11
- Realized Deferred Gifts: 7 ($338,641)
# Balance Sheet

## Potsdam College Foundation, Inc.

### Balance Sheet

<table>
<thead>
<tr>
<th>Assets</th>
<th>6/30/2013</th>
<th>6/30/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$1,673,413</td>
<td>$1,873,142</td>
</tr>
<tr>
<td>Investments</td>
<td>4,359,998</td>
<td>8,465,832</td>
</tr>
<tr>
<td>Other Receivables</td>
<td>19,117</td>
<td>21,045</td>
</tr>
<tr>
<td>Pledges Receivable</td>
<td>583,869</td>
<td>613,046</td>
</tr>
<tr>
<td>Parking Lot Loan</td>
<td>-</td>
<td>66,478</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>28,533</td>
<td>41,458</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$6,664,930</td>
<td>$11,081,001</td>
</tr>
<tr>
<td>Endowment Investments</td>
<td>22,467,722</td>
<td>18,536,119</td>
</tr>
<tr>
<td>Long Term Pledges Receivable</td>
<td>1,064,667</td>
<td>1,039,916</td>
</tr>
<tr>
<td>Art Objects, Collections and Equipment</td>
<td>985,548</td>
<td>961,508</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$31,182,867</td>
<td>$31,618,544</td>
</tr>
</tbody>
</table>

<p>| Liabilities and Net Assets | | |
| Liabilities | | |
| Current Annuity Liability | 13,198 | 11,544 |
| Annuity Liability | 26,526 | 24,502 |
| <strong>Total Liabilities</strong> | 39,724 | 36,046 |
| Net Assets | | |
| Unrestricted | 3,024,442 | 6,312,037 |
| Temporarily Restricted | 6,901,730 | 6,874,796 |
| Permanently Restricted | 21,216,971 | 18,395,665 |
| <strong>Total Net Assets</strong> | 31,143,143 | 31,582,498 |
| <strong>Total Liabilities and Net Assets</strong> | $31,182,867 | $31,618,544 |</p>
<table>
<thead>
<tr>
<th>Potsdam College Foundation Notes for Financial Reports</th>
<th>6/30/2013</th>
<th>6/30/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets</strong></td>
<td>$31,182,867</td>
<td>$31,618,544</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$4,332,368</td>
<td>$3,537,632</td>
</tr>
<tr>
<td>Misc Income</td>
<td>844,438</td>
<td>602,420</td>
</tr>
<tr>
<td>Investment Income</td>
<td>3,268,129</td>
<td>548,833</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>8,444,935</td>
<td>4,688,885</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholarships and Grants</td>
<td>8,391,222</td>
<td>3,824,040</td>
</tr>
<tr>
<td>Administration</td>
<td>493,068</td>
<td>387,652</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>8,884,290</td>
<td>4,211,692</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>$(439,355)</td>
<td>$477,193</td>
</tr>
<tr>
<td><strong>Endowment Market Value</strong></td>
<td>$22,467,722</td>
<td>$18,536,119</td>
</tr>
<tr>
<td>Scholarships</td>
<td>$2,268,752</td>
<td>$2,013,972</td>
</tr>
<tr>
<td>Grants</td>
<td>6,122,470</td>
<td>1,810,028</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>8,391,222</td>
<td>3,824,000</td>
</tr>
<tr>
<td>Scholarships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment and Restricted Funds</td>
<td>$791,569</td>
<td>$669,646</td>
</tr>
<tr>
<td>Growth Fund</td>
<td>1,477,183</td>
<td>1,344,326</td>
</tr>
<tr>
<td><strong>Total Scholarships</strong></td>
<td>$2,268,752</td>
<td>$2,013,972</td>
</tr>
</tbody>
</table>
### Operating Budget

#### Foundation Operating Budget

<table>
<thead>
<tr>
<th></th>
<th>2013-2014</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit and Legal</td>
<td>$12,500</td>
<td>$12,086</td>
</tr>
<tr>
<td>Bank Fees</td>
<td>6,000</td>
<td>5,391</td>
</tr>
<tr>
<td>Insurance</td>
<td>10,000</td>
<td>9,400</td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>82,000</td>
<td>80,133</td>
</tr>
<tr>
<td>Vehicle Expenses</td>
<td>6,000</td>
<td>5,943</td>
</tr>
<tr>
<td>Other</td>
<td>3,000</td>
<td>3,252</td>
</tr>
<tr>
<td><strong>Total Foundation Budget</strong></td>
<td><strong>119,500</strong></td>
<td><strong>116,205</strong></td>
</tr>
</tbody>
</table>

#### Capital Campaign Expenses

<table>
<thead>
<tr>
<th></th>
<th>2013-2014</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>175,000</td>
<td>127,633</td>
</tr>
</tbody>
</table>

#### Advancement Budgets

<table>
<thead>
<tr>
<th></th>
<th>2013-2014</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni Association</td>
<td>8,451</td>
<td>8,451</td>
</tr>
<tr>
<td>Gift Planning</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Crane Alumni Association</td>
<td>3,760</td>
<td>3,760</td>
</tr>
<tr>
<td>Education Alumni Board</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td>Publications</td>
<td>40,781</td>
<td>35,000</td>
</tr>
<tr>
<td>Major Gifts</td>
<td>35,885</td>
<td>40,685</td>
</tr>
<tr>
<td>Annual Fund</td>
<td>1,403</td>
<td>1,403</td>
</tr>
<tr>
<td>Alumni Office</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Information Services</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td><strong>Total Advancement Budgets</strong></td>
<td><strong>104,030</strong></td>
<td><strong>103,049</strong></td>
</tr>
</tbody>
</table>

**Totals**

<table>
<thead>
<tr>
<th></th>
<th>2013-2014</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$398,530</td>
<td>$346,887</td>
</tr>
</tbody>
</table>

Funding for these budgets comes from prior year unrestricted gifts, administrative fees and investment income.
### Foundation Operating Budget

#### POTSDAM COLLEGE FOUNDATION INC.

<table>
<thead>
<tr>
<th>7/1/2011</th>
<th>7/1/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>$16,775,974</td>
<td>$17,580,406</td>
</tr>
<tr>
<td>$1,861,631</td>
<td>$2,143,610</td>
</tr>
<tr>
<td>$859,762</td>
<td>$85,9762</td>
</tr>
<tr>
<td>$9,603,794</td>
<td>$10,038,947</td>
</tr>
<tr>
<td>$29,101,161</td>
<td>$30,622,725</td>
</tr>
<tr>
<td>$2,004,145</td>
<td>$959,774</td>
</tr>
<tr>
<td>$31,105,306</td>
<td>$31,582,499</td>
</tr>
</tbody>
</table>

#### Annual Activity

<table>
<thead>
<tr>
<th>7/1/2011-6/30/2012</th>
<th>7/1/2012-6/30/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>$602,420</td>
<td>$844,438</td>
</tr>
<tr>
<td>$629,601</td>
<td>$2,272,790</td>
</tr>
<tr>
<td>$276,808</td>
<td>$320,276</td>
</tr>
<tr>
<td>$756,900</td>
<td>$795,853</td>
</tr>
<tr>
<td>$1,874,323</td>
<td>$943,449</td>
</tr>
<tr>
<td>$1,092,916</td>
<td>$1,184,036</td>
</tr>
<tr>
<td>$174,531</td>
<td>$198,875</td>
</tr>
<tr>
<td>$2,004,145</td>
<td>$716,509</td>
</tr>
<tr>
<td>$31,105,306</td>
<td>$31,582,499</td>
</tr>
<tr>
<td>$2,013,972</td>
<td>$(2,268,752)</td>
</tr>
<tr>
<td>$(1,937,701)</td>
<td>$(6,373,048)</td>
</tr>
<tr>
<td>$(260,019)</td>
<td>$(242,490)</td>
</tr>
<tr>
<td>$(4,211,692)</td>
<td>$(8,884,290)</td>
</tr>
<tr>
<td>$(1,521,564)</td>
<td>$(1,608,064)</td>
</tr>
<tr>
<td>$(1,044,371)</td>
<td>$1,168,709</td>
</tr>
<tr>
<td>$477,193</td>
<td>$(439,355)</td>
</tr>
<tr>
<td>$31,105,306</td>
<td>$31,582,499</td>
</tr>
<tr>
<td>$31,626,870</td>
<td>$29,974,435</td>
</tr>
<tr>
<td>$32,626,870</td>
<td>$29,974,435</td>
</tr>
<tr>
<td>$31,626,870</td>
<td>$31,105,306</td>
</tr>
<tr>
<td>$31,105,306</td>
<td>$31,626,870</td>
</tr>
<tr>
<td>$31,582,499</td>
<td>$31,105,306</td>
</tr>
<tr>
<td>$31,105,306</td>
<td>$31,582,499</td>
</tr>
<tr>
<td>$1,044,371</td>
<td>$1,168,709</td>
</tr>
<tr>
<td>$(616,143)</td>
<td>$544,851</td>
</tr>
<tr>
<td>$1,672,791</td>
<td>$(1,777,222)</td>
</tr>
<tr>
<td>$299,748</td>
<td>$436,518</td>
</tr>
<tr>
<td>$299,748</td>
<td>$756,900</td>
</tr>
<tr>
<td>$1,521,564</td>
<td>$1,232,371</td>
</tr>
<tr>
<td>$1,232,371</td>
<td>$1,056,648</td>
</tr>
<tr>
<td>$1,521,564</td>
<td>$260,019</td>
</tr>
<tr>
<td>$1,044,371</td>
<td>$1,517,203</td>
</tr>
<tr>
<td>$(1,412,772)</td>
<td>$(1,672,791)</td>
</tr>
<tr>
<td>$11.78%</td>
<td>$11.26%</td>
</tr>
</tbody>
</table>

### Between The Lines
### 2013-2014
**Potsdam College Foundation**
**Board of Trustees**

**OFFICERS:**

**President:**
Lynne Boles, '74, Corporate Consultant, Retired
Vice President for Global Advertising, Procter and Gamble, Cincinnati, OH.

**Vice President:**
Mike Galane, '74, Senior Director of Channel Marketing and Strategy Enterprise Servers, Storage and Networking – Americas – Hewlett Packard Company, Roseville, CA.

**Treasurer:**
David Swanson, President, North Country Savings Bank, Canton, NY.

**Secretary:**
Roger Linden, Esq. '74, Attorney, Potsdam, NY.

**Executive Director:**
Vicki Templeton-Cornell, VP, College Advancement, SUNY Potsdam

**Business Manager:**
Daniel J. Hayes, Executive Director, PACES, SUNY Potsdam.

**MEMBERSHIP:**

Charles Ayer, Jr. ’75, Retired Vice President and CFO of International Aero Engines, joint venture owned by Pratt & Whitney, Vernon Rockville, CT

Dr. Bonita Betters-Reed, '73, Professor Emeritus of Management, Simmons College, Boston, MA

Dr. Rebekah Covell, Professor of Music Emerita, SUNY Potsdam, Conductor & Music Educator, Clearwater, FL.

David Dik, '82, National Executive Director of Young Audiences, New York, NY

Christine Haile, '74, Chief Information Officer, The University at Albany, SUNY, Albany, NY

Mark Hassenplug ’83, President, Maetrics, LLC, Indianapolis, IN

Dr. Dennis Hefner, SUNY Potsdam Interim President

Dr. Mary Helander, ’83, Research Scientist, IBM T.J. Watson Research Center, North White Plains, NY

Gary Hind, Esq. ’77, Retired Executive Vice President of The Ayco Company, L.P., Niskayuna, NY

Dr. Stephen Immerman ’75, President, Montserrat College of Art, Scituate, MA

Dr. David Johnson ’77, Responsible for assessment and evaluation for the Roosevelt School District in Phoenix, AZ. Colonel in the U.S. Air Force, San Antonio, TX

Haden Land, ’84, Vice President and Chief Technology Officer for Lockheed Martin Information Systems and Global Services, Bowie, MD

Dr. G. Michael Maresca, M.D. Chief of Medical Staff, Canton-Potsdam Hospital, Hannawa Falls, NY

Diana Nole ’87, President of Digital Capture Solutions for Carestream Health, Inc., Pittsford, NY

Dr. Judith Ranlett Hon ’07, Professor of History Emerita, SUNY Potsdam

Dr. John Schwaller, SUNY Potsdam President

Rita Schwartz ’58, Political Consultant, retired Director of Government and Community Relations for the General Contractors Association (GCA) of New York, Brooklyn, NY

John Struthers ’97, President, J.A. Struthers Management Corporation, Laval, Quebec, Canada

David Swanson, President, North Country Savings Bank, Canton, NY

Jan Trybula, Chair, SUNY Potsdam Faculty Senate & Professor of Biology

Eileen Whelley ’76, Executive Vice President and Chief Human Resources Officer, XL Group plc, Wilton, CT

Ryan Williams ’12, SGA President and Foundation Board Student Representative
SHARED SERVICES & ORGANIZATIONAL CHARTS

- Shared Services
- President’s Organizational Chart
Shared Services

On June 15, 2011 the State University of New York (SUNY) Board of Trustees passed a resolution in support of shared services. The prospect behind the resolution was for campuses to find ways to share and/or consolidate administrative services, realign academic offerings, and enhance procurement efficiencies to allow for enhanced spending on instruction and student services. As part of the SUNY Shared Services initiative, SUNY Canton and SUNY Potsdam were paired in an administrative alliance.

SUNY Canton & SUNY Potsdam, Innovators in Sharing Services

When it began in 2011, one of the primary goals for SUNY in sharing services was to provide collaborative services to multiple campuses where campuses had either performed the service independently or the service had not existed before. SUNY Canton and SUNY Potsdam began their journey with shared services in June 2012 and have been the leaders in Shared Services for SUNY since.

Completed in 2012-13:

- Human Resources and Payroll, headed by shared Assistant Vice President/HR Director Mary Dolan, is now one department across both campuses.
- Environmental Health & Safety has a shared Director, Calvin Smith.
- University Police has a shared Chief, John Kaplan.
- A shared employee compliance program has been put into place headed up by shared Compliance Training Coordinator, Stacey Basford.
- Information Services has a shared Assistant Vice President/Chief Information Officer, Kyle Brown.
- Sustainability has a shared Coordinator, Kelly Carter.
- Library has a shared Inter-Library Loan Officer, Glen Bogardus.
- Print Shop is a leader in SUNY, not only servicing both Canton and Potsdam, but many other SUNY campuses, under the direction of Director Dan Wilson.
- Canton and Potsdam are running a joint P-Card (purchasing) program.
- An MOU between both campuses was signed, formalizing the shared services arrangement between Canton and Potsdam.
- A Shared Services Steering Committee has been established, with members from both campuses. The Steering Committee will guide and advise the implementation of shared services across the two campuses.
Shared Services

On the Horizon for 2013-14:

Several administrative areas are exploring opportunities through shared services, allowing them to work more collaboratively and efficiently. In 2013-14, the following areas are slated to finalize their agreements:

- Student Accounts: Collaborative program through Higher One.
- Purchasing
- Accounts Payable
- Travel and Travel Card Program
- Budget Office

Shared Services Steering Committee:

A Shared Services Steering Committee has been formed, which includes:

- Natalie Higley, shared Vice President for Business Affairs & Administration
- Kyle Brown, shared Assistant Vice President for Information Services/Chief Information Officer
- Mary Dolan, shared Assistant Vice President for Human Resources
- Walt Conley, Potsdam Faculty Representative
- Elizabeth Erickson, Canton Faculty Representative
- Alex Jacobs, Assistant Director of Community Relations at Potsdam
- Gregory Kie, Media Relations Manager at Canton
- Shawn Miller, shared Budget Director
- Mark Martinchek, Director of Procurement at Potsdam
- SGA representative from both campuses

The objectives of the committee are (1) to guide, influence, and advise on the implementation of a shared services center model for Canton and Potsdam, and (2) to support the implementation of an initial shared services center.

Award-Winning Program:

Vice President Higley, and her shared services team were nationally-recognized by the National Association of College and University Business Officers (NACUBO) with an Innovation Award for 2013 at the NACUBO annual meeting in July 2013. The two colleges were recognized for developing a unique administrative alliance that has fostered shared services across the two campuses during a time of increasing enrollments, declining budgets, and increasing operating costs. Shared services has allowed for creative solutions in meeting the business and operational needs of the campuses while developing efficiencies, improving services and quality, and redirecting funding to the academic and student services of the two campuses.
In August 2013, SUNY Potsdam and SUNY Canton were hosts to a SUNY-wide Harnessing Systemness Conference. As part of the SUNY conference, both institutions played a vital role in sharing the progress made in shared services between the institutions. The keynote address, Roots to Results: The Canton-Potsdam Story, was presented by Vice President Higley.

As part of the presentation, it was explained to the attendees that Shared Services is a business model to standardize processes and create efficiencies, which eventually translate to cost savings for the campuses. Shared Services is not a “blunt instrument” for cost reduction.

Shared Services helps the campuses in:

- Reducing Risk
- Ensuring greater standardization allowing for more transparency
- Freeing up institutional resources to focus on mission-critical programs
- Allows for the creation and adaptation of best practices

**Defining Shared Services**

What is Shared Services?

Shared Services is:

Case for Administrative Shared Services

Efficiency vs. Effectiveness

Benefits of Shared Services

**The Case for Administrative Management Shared Services**

- Reduce risk
- Free up institutional resources to focus on mission-based programs
- Ensure greater standardization allowing for more transparency
- Enable better decision-making
- Make adoption of new state-wide and SUNY-wide requirements easier
- Deliver greater efficiencies and cost savings for each institution
In Fiscal Year 2013-2014, SUNY Canton and SUNY Potsdam will continue their work in shared services by completing the union of the Procurement, Accounts Payable and Travel Departments, as well as the Budget Office. Information Services will continue to work towards standardizing processes across both campuses as the two departments move toward working more closely together.

Other areas that will be explored for potential shared services are Student Accounts, Energy Management, Capital Project/Construction Management, Revenue Accounting, and Financial Aid.

**Benefits of Shared Services**

Implementation of the shared services strategy will produce a number of beneficial outcomes:

- Eliminate inefficient spending that results from duplicated services
- Promote agility and innovation within the institutions by improving speed, flexibility, and responsiveness
- Focus more institutional resources on core mission requirements rather than administrative support services
- Spur the adoption of best practices and best-in-class ideas and innovations
- Reduce the support costs of redundant IT resources

**Phase 2**

Continue to work on:
- Procurement
- Accounts Payable & Travel
- Student Accounts
- Information Technology
- Institute for Arts, Sciences & Technology

Additional Areas to be Explored:
- Energy Management
- Capital Project Management
- Revenue Accounting
- Financial Aid Call Center
Campus Wide Organizational Chart

President

- Dennis Hefner
  - Interim President

Provost & VP for Academic Affairs

- Margaret Madden

VP for Business Affairs & Administration

- Natalie Higley
- Viki Templeton-Cornell

VP or College Advancement

- Bruce Byidges

Interim Assoc. VP for Institutional Effectiveness & Enrollment Planning

Dean of Students

- William Morris

Special Asst. to the President for Diversity

- Susan Stebbins

VP or College Advancement

- Carol Rourke

Executive Asst.

- Katie Deuel

Campus Events Coordinator

- Kale Deuel
To view organizational charts by Division, please visit:

http://www.potsdam.edu/offices/hr/orchart.cfm