CONSOLIDATED FINANCIAL REPORT
2012-2013
State University of New York at
POTSDAM

SUNY Potsdam Leadership

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Carol M. Rourke,
Assistant to the President
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CONSOLIDATED FINANCIAL REPORT

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- Mission Statement
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Message from President John F. Schwaller

Many people participated in the construction of the 2012-13 SUNY Potsdam operating budget. It is predicated upon the allocations to the campus from SUNY, based upon the 2012-13 New York State Budget, which was passed in April by the Legislature, and on the NYSUNY 2020 bill, passed in 2011, providing us with regular tuition increases and a maintenance of effort on the part of the State of New York, through what has become known as the SUNY rational tuition policy.

Building upon this base, here on campus we have estimated enrollment, in order to calculate our expected income from tuition and fees. Unlike previous years, where we were very conservative in our enrollment estimates, we attempted to come as close to the mark as possible this year. As a result of conversations on campus among several groups, the President’s Council and I then developed the particulars of this budget.

In keeping with guidelines from SUNY, we also confirmed that previous allocations from central accounts would be made permanent in order to provide sufficient funding to Academic Affairs to provide for necessary sections for graduating seniors and incoming first-year students. This is in response to the call to increase funding to instruction and direct student services.

This budget is the second in which we have readjusted all base allocations following the restraint imposed in previous years.

The operating budget allocates funds to the Vice Presidents, who are in turn empowered to make necessary budget decisions within their areas, as they believe is best for the College, which includes hiring new employees.

As we continue to deal with budget constraints, the Bicentennial Plan will guide us in the allocation and redistribution of funds. Linked to the plan are the Biennial Goals developed by the Goals and Planning Committee of the Faculty Senate, which were further refined and elaborated upon by the President’s Council.

Conclusions

We are fortunate that the national economy has begun to improve, and this is reflected in the State of New York. Nonetheless, our falling graduate enrollment has meant that we will receive less money from the State. Yet, thanks to the rational tuition plan, each year for the next five years we are scheduled to receive an additional $300 per student per year, reduced in accordance with each student’s TAP eligibility.

Looking at the implementation of the new Resource Allocation Model within SUNY, we will need to continue to make very difficult decisions in order to allow the College to move forward. We need to develop new graduate programs and redouble our efforts to retain both undergraduate and graduate students in order to assure that we have the enrollment necessary to provide the tuition income upon which our budget deliberations are based.

We are making great progress in our shared services conversations with SUNY Canton. Although this may not generate much in the way of savings initially, I am confident that as we move forward we will begin to see savings. In keeping with directives from the Board of Trustees, we need to reduce administrative expenses in order to invest those savings in academic programs and student services.

I want to thank everyone who has worked so diligently over the last year to help us develop this budget. It is a first step in moving the College towards a brighter future. I especially want to congratulate the staff of the Vice President for Business Affairs for putting together this useful tool. I hope that it will assist in making the College’s budget more transparent to all members of our community.

Signature

“...”
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.
The statue of Minerva, the Roman goddess of wisdom, has been a SUNY Potsdam meeting place for over 100 years.

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 & 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 & 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 & 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 (6 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.
Biennial Goals
2011-2013

Preface: At least three important themes need to be central to all that we do above and beyond the goals listed here. In the Spring of 2012, we will host the on-site visitation of the team from the Middle States Commission on Higher Education, our regional accrediting agency. While I am confident of a successful visit, we all must do everything in our power to bring that about. Also, assessment underlies everything we do. The Mission, Bicentennial Plan, and these Goals provide the framework of the future of our College. As we move forward we must evaluate and assess our progress. Then using the results of assessment we will make the changes necessary to lead us forward. Lastly, we hold diversity as a long-term goal of the College. We seek to create a community which reflects the diversity of the world in which our students will succeed, thanks to the lessons learned here.
Institutional Priorities

Sustainability

The campus is in the process of hiring 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 establishment of a campus wide Sustainability Task force to review sustainability initiatives and provide recommendations.
- The final stages of an interconnect agreement 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.
- 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 biodiesel to be used locally.
- The establishment of a “sustainability floor” for students who want to make environmentally conscious choices.
- 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 introduction of Zip Cars to campus for students and staff to utilize.
- The new Performing Arts building will be built to LEED Silver certification.
- 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.
- 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 introduction of Zip Cars to campus for students and staff to utilize.
- The new Performing Arts building will be built to LEED Silver certification.
- 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 introduction of Zip Cars to campus for students and staff to utilize.
Institutional Priorities

2012-13 Consolidated Financial Report

Capital Construction

The College is in the fifth and last year of the current capital plan construction cycle and anticipating the commencement of a new capital plan in April 2013. The plan is providing funding of approximately $133 million which includes $70 million ($14 million per year) in critical maintenance funding, $55 million for the design and construction of a new Performing Arts Building 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 the last year include:

- Renovation of Flagg Hall Elevator ($365,980) – This project consisted of widening of the shaft in the building to install a new ADA compliant elevator.

- Replacement of the Roof at Maxcy Hall ($2,076,093) – The project consisted of replacement of the roofing system and increasing the structural steel support of a portion of the building to bring the roof into compliance with snow load requirement of the building code.

- Replace HVAC System in Hosmer Hall ($1,740,154) – The project consists of relocating the HVAC air handling unit from the basement of Crane to the fifth floor of Hosmer Hall and re-routing the ventilation duct system.

- Install card Access and replace Fibre Optics Cable on Campus ($1,458,887) – Project replaced all fiber optic cable on campus to allow for future increase data growth and installed card access security entrances on all academic buildings.

- Upgrade Energy Management System ($2,705,155) – This project replaced older versions of hardware and software and added an additional 20,000 control points to the energy management system.

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

- Replacement of Underground Steam Condensate Valves ($495,000) – Project consisted of replacement of underground condensate valves on the steam system which were leaking leading to increased chemical and water costs.

- Upgrading of Classrooms and Labs ($500,000) – Third phase of upgrading academic spaces. Upgrades were made to Flagg, Satterlee, Dunn and Kellas Halls.

Becky’s Place was constructed in 2007-09 and has become the dining and social center of the north end of the campus.
Institutional Priorities

Projects currently under construction or commencing in 2012 include:

- 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.

- Replacement of Windows and HVAC Systems in Raymond Hall ($4,427,936) – This project will replace all the exterior windows, perimeter heating and cooling systems and the HVAC equipment.

- 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. Current awaiting contract approval from Nation Grid.

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

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

- Upgrade HVAC/Laboratories in Stowell Hall ($10,301,561) – The project will consist of replacement of the building HVAC system and reconditioning Chemistry and Biology labs, research and classroom spaces. Chemistry has been completed with Biology scheduled for next summer.

- Increase Chiller Capacity on Campus ($2,567,000) – This project will add 1500 tons of chiller capacity to campus. Campus currently has 1000 ton capability for project load of 2700 tons.

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

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

- 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.

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

- Rehab Bathrooms in Barrington Student Union ($569,544) – Project will rehab four public bathrooms in Student Union and make them ADA compliant.
Projects currently in design or ready to be bid:

- Masonry Restoration to Various Buildings ($380,000) – The project consist 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 Maxcy Field House Flooring ($675,000) - Project will remove and replace the synthetic flooring in the field house at Maxcy.

- 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.
The 2012-13 New York State Budget was enacted on March 30, 2012. Governor Andrew Cuomo and the Legislature approved a new budget that aims for spending reduction and job creation in the private sector while not increasing taxes. The approved budget includes a “maintenance of effort provision” that holds the level of state support to SUNY constant and allows campuses to retail tuition revenue. A small increase in contractual labor costs is assumed in the 2012-2013 plan in accordance with best practice. Since the 2010-2011 financial plan, state support to the campus has been reduced by over $2.0MM.

SUNY Potsdam’s All Funds State Operating Financial Plan for 2012-13 reflects positive adjustments to the previous year’s base for collective bargaining pay raises and annualizations, as well as mandatory OTPS inflationary increases.

Prior to the start of the 2012-13 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. For 2012-2013 this increase amounts to a projected increase in tuition resources of $1,294,000 less the TAP credit that applies to those recipients who have maxed out their TAP eligibility of $(317,000).

Going into 2012-13, 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, 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. Budget increases have been approved for Residence Halls (DIFR), various income fund reimbursable accounts (IFR’s), including technology and athletics and PACES. Assuming no further reductions in State support and no surprises in actual enrollments, a small surplus is projected for 2012-13.

Planning Assumptions

- Base budgets from 2011-12 will be adjusted and previous years’ restraint distribution will be made permanent.
- Selected base budgets will be positively and permanently adjusted by specified restraint relief amounts.
- State Operated All Funds Financial Plan will be based on an enrollment target of 4,351 headcount/4,164 AAFTE.
- The second year of rational tuition policy assumes a $300.00 increase will be calculated into revenue projections with the commensurate TAP credit associated with it.
- Campus budgeted contingency reserve of $1,000,000 will be eliminated to close budget gap.
- No further restraint will be administered to President's Council constituents unless circumstances change dramatically.
- No layoffs.
- DIFR and IFR budgets will fluctuate within permissible parameters in conjunction with planned fee increases.
- PACES budgets will fluctuate in conjunction with planned fee increases.
- All previous restraint items will be made permanent in 2012-2013.
The 2012-2013 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 $666 for the current year.

As a result, the direct cost for an on-campus undergraduate student will increase from $16,646 to $17,312.

The campus landscape features a number of colorful attractive flower displays during the spring summer and fall.
**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 the next largest segment. It 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.
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, worker’s 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.
Potsdam faculty and world-renowned ceramic artist Mark Leuthold provides hands on instruction to one of his students.
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
2012 - 2013 Revenues

Budgeted Expenses
2012-2013 Expenditures
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 59% for 2012-2013. The next largest component is State Tax Support which accounts for 28% of the 2012-2013 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:

- A small increase in state support to cover the cost of work force contract settlements is planned to yield an additional $332,100 for 2012-2013. A series of past state support reductions have been made permanent for 2012-13.
- A series of past state support reductions have been made permanent for 2012-13.
- $7,500,000 of budget restraint first levied in 2010-2011 will be made permanent in 2012-2013. Any relief to the 2010-2011 restraint model will also be made permanent in 2012-2013 thus resetting the base budgets in those impacted areas. No additional restraint will be administered to President's Council constituents in 2012-2013.
- Enrollment target of 4,351 headcount and 4,164 AAFTE will be used to create the 2012-2013 budget.
- The second year of a 5-year rational tuition plan will go into effect in 2012-2013 effectively raising tuition by $300 per year across the board.
- There will be no layoffs.
- 50% of the 2009-2010 tuition income will be made available to the campus. This represents a 10% increase from 2010-2011.
- Several other adjustments to budgets were made in an attempt to close a budget shortfall and minimize exposure to departments. First, the budgeted contingency of $1,000,000 was reduced to $0. Second, the Utilities budget was permanently reduced by $868,243.
A Summary of the 2011-2012 Campus Financial Plan follows:

### Consolidated Financial Report

#### Campus Total Distribution by Expenditure Type

<table>
<thead>
<tr>
<th></th>
<th>2011-2012</th>
<th>2012-2013</th>
<th>Change $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service Regular</td>
<td>$32,971,370</td>
<td>$33,425,000</td>
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<td>Temporary Service</td>
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<tr>
<td>Utilities</td>
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<td>Other Than Personal Service*</td>
<td>$6,353,367</td>
<td>$6,729,100</td>
<td>$375,733</td>
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<td><strong>Total</strong></td>
<td>$44,061,845</td>
<td>$44,881,208</td>
<td>$829,363</td>
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</tbody>
</table>

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

### Consolidated Financial Report

#### Campus Total Distribution by Resource Type

<table>
<thead>
<tr>
<th></th>
<th>2011-2012</th>
<th>2012-2013</th>
<th>Change $</th>
</tr>
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<tbody>
<tr>
<td>State Tax Support</td>
<td>$12,542,710</td>
<td>$12,874,800</td>
<td>$332,100</td>
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<tr>
<td>Tuition</td>
<td>$25,132,310</td>
<td>$26,411,282</td>
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<tr>
<td>Unrestricted Non-State</td>
<td>$1,077,130</td>
<td>$1,125,000</td>
<td>$47,870</td>
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<tr>
<td>PACES Rent &amp; Utilities</td>
<td>$307,125</td>
<td>$307,125</td>
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<tr>
<td>Misc Revenue</td>
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<td>$44,061,845</td>
<td>$44,881,208</td>
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### SUNY POTSDAM
#### 2012-2013 Campus Financial Plan
#### Campus Total PSR Distribution by Area

<table>
<thead>
<tr>
<th></th>
<th>2011-2012 Allocation</th>
<th>2012-2013 Allocation</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>President *</td>
<td>$1,438,889</td>
<td>$1,394,910</td>
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<tr>
<td>Academic Affairs</td>
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<td>$32,971,370</td>
<td>$33,425,000</td>
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* Revised to reflect athletics now reporting to President
President’s Office

Overview

The President’s Office is composed of the Office of the President and the Office of Affirmative Action. Dr. John F. Schwaller, who serves as the University President, was appointed officer in charge in April of 2006 and President in May of 2006. 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. This year, due to major gifts from alumni, the Crane Chorus and Orchestra will perform Verdi’s "Manzoni Requiem" both on campus and at Avery Fisher Hall in new York City. The performance will be conducted by Ann Howard Jones, and feature world-class soloists who happen to be graduates of the Crane School of Music.

US 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 year, 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 2012-2013:

• Most 2012-2013 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 president's office has curtailed travel & 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 the president's travel in support of fund-raising and alumni engagement.

The Potsdam Campus is located just North of the Adirondack Park, and the foothills are visible from the campus, with especially beautiful displays of fall colors.

<table>
<thead>
<tr>
<th></th>
<th>2011-2012 Allocation</th>
<th>2012-2013 Allocation</th>
<th>Change</th>
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<td>Personal Service Regular</td>
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<td>$1,467,845</td>
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</table>
### Division of Academic Affairs

**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 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 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 2011-2012 Activities:

The most significant highlight is the very successful Middle States Accreditation Visit Accreditation renewed until 2022.

Four recommendations for the college to work on:

- Align mission statements and goals for all departments on campus.
- Establish an organized and sustained institutional-level assessment plan and reporting process that informs prioritization and resource allocation.
- Collect assessment data to be used in decisions in all academic and non-academic units.
- Enhance communication efforts regarding the use of the direct evidence of student learning to inform changes to the academic programs.

Twenty-six commendations recognizing these programs and departments:

- The quality of its self-study process and self-study report.
- Biennial planning retreats with inclusive participation of key stakeholders.
- Attractive and well-maintained physical plant.
- New Performing Arts Building.
- Facilities Master Plan.
- Procedures for non-academic dispute resolution.
- Faculty regard for the administration.

### SUNY POTSDAM

2012-2013 Campus Financial Plan

Academic Affairs

<table>
<thead>
<tr>
<th></th>
<th>2011-2012 Allocation</th>
<th>2012-2013 Allocation</th>
<th>Change</th>
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</thead>
<tbody>
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<td>Personal Service Regular Total</td>
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<td><strong>$26,342,185</strong></td>
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</table>
• Transfer and articulation program.
• Student Success Center.
• Student leadership programs.
• Inclusion of faculty development funds in comprehensive campaign.
• New Faculty Seminar.
• Impressive faculty professional accomplishments and involvement of students in research and creative endeavors.
• Pervasive faculty engagement with students.
• Crane School of Music.
• Quality of the academic program and faculty commitment to sustaining the content and quality of education.
• General Education program, specifically participation by faculty, buy-in by both faculty and students, diversity of experiential and intellectual challenges, foreign language requirement, and outcomes assessment and ongoing review of courses.
• Increase in and rigorous assessment of online and hybrid courses.

Highlight of Goals for 2012-2013:
• Follow up on Middle States Recommendations.
• Reorganize Graduate Studies Office to improve service to students and enhance recruitment.
• Continue to enhance high impact practices, including preparation to sustain the Center for Student Research after this last year of the Title III grant supporting undergraduate research.
• Refine General Education to facility SUNY’s seamless transfer initiative.
• Continue to shift from reliance on one-time resources to balance the budget.
• Review and enhance faculty development programs with focus on support for development for innovative teaching strategies.
• Establish the Institute for Arts, Science and Technology, the locus of collaboration on academic programs with SUNY Canton.
• Implement shared services with SUNY Canton in libraries, computing and technology services, and sponsored programs.
• Develop new graduate programs.
• Expand programs at the Regional Higher Education Center in Watertown.
Associate Vice President for Academic Affairs

Overview

The Associate Vice President for Academic Affairs supervises a number of campus programs that report to Office of the Provost, including the Learning and Teaching Excellence Center (LTEC), Honors Program, College Writing Center (CWC), Learning Communities Program, U.S. & Global Studies Program, Women's and Gender Studies (WGS), Presidential Scholars Program, Center for Undergraduate Research and the Student Success Center (SSC) that provides campus-wide student programs and services through the individual offices of Academic Advising, Accommodative Services, Experiential Education, First-Year Transitions and Orientation Program, International Education and Programs, Student Support Services and special admission programs EOP/BRIDGES. The AVPAA is also institutional liaison to the Middle States Commission on Higher Education (MSCHE) and is currently serving as Project Director of the college's five-year $1.6 million dollar U. S. Department of Education’s Strengthening Institution's Grant to foster an institutional culture of inquiry-based learning and undergraduate research across-the-curriculum.

The AVPAA works closely with each program and unit director in a regular series of two-year planning cycles to enhance the institution’s mission and to achieve strategic goals and objectives of academic affairs. Program and unit directors play a key role in developing curriculum, designing faculty/student support program activities and providing campus outreach initiatives e.g. tutorials, workshops, seminars and guest speakers in classroom instructional practices, student advising, curriculum design, study abroad, internships and first-year success seminars.

Highlights

The Honors Program, under the supervision of new director Dr. Thomas Baker, has streamlined the program website, revised student application forms, and is revising course offerings and the introductory honors colloquium. Forty-eight students have been accepted for the honors class of 2015.

The College Writing Center, directed by Dr. Jennifer Mitchell, provided a record number of 1,663 individual tutoring sessions to 458 student clients in addition to more than 100 campus-wide workshops and orientations. The Director and ten student peer tutors also presented a tutoring workshop at the 2011 Northeast Writing Centers Association Conference.

The U.S. & Global Studies Program, directed by Dr. Susan Stebbins, co-sponsored the campus celebration of Black History Month with a performance of the Harlem Renaissance Troupe and Native American Heritage Month featuring Onondaga author Eric Gansworth, professor at Canisius College, who gave a public reading from his published works.

The Learning Communities Program, directed by Dr. Oscar Sarmiento, offered twenty-five sections of First Year Interest Group (FYSS) courses that enrolled 85% of first year students this past Fall semester and a pilot program that focuses on basic principles of undergraduate research for EOP students as part of the college’s Title III Strengthening Institutions Grant to provide a number of high impact academic practices to all first year students. The learning communities program was also featured in the AAC&U News publication (August/2011) as a national role model for innovative practices.

The Presidential Scholars Program, directed by Dr. Rebecca Gerber, admitted 12 new scholars for the academic year following an intensive faculty steering committee interview process.
The Women’s and Gender Studies Program, directed by Dr. Jacqueline Goodman, hosts the annual Associated Colleges of St. Lawrence Valley Anne Righton Malone Women’s and Gender Studies Lecture Series and sponsors a number of students to attend research conferences. The director is currently working with a team of faculty to revise the major curriculum as part of the Title III Strengthening Institutions Grant and coordinates the BA/MSW articulation program with the Kent School of Social Work at the University of Louisville.

The Learning and Teaching Excellence Center (LTEC), directed by Dr. Cheryl Miller, organized 41 campus-wide events that featured a diverse range of participatory workshops, seminars, guest speakers and technology demonstrations related to instructional pedagogy. The center’s advisory board also funded 17 FACUL-TE awards to support individual faculty applications for professional development, conference travel and curriculum design.

The Center for Undergraduate Research, directed by Dr. Carleen Graham, has awarded more than 100 Kilmer Undergraduate Research Apprenticeships to support individual student/faculty collaborative research projects in the past two years. The director has also initiated a Student Workshop Series and a Faculty Discussion Series of services, resources and workshops to promote student and faculty undergraduate research activities.

The Student Success Center, directed by Tamara Durant, implemented new electronic means for faculty to request intervention to support students in need of academic assistance and launched a comprehensive electronic advising training module sequence to enhance faculty training. The Experiential Education Office coordinated internships experiences for 393 students and The International Education and Programs Office facilitated the placement of 102 students to study abroad. The Equal Opportunity Program (EOP) enrollment increased to 139 students and earned the second highest grade point average in the program’s last eight years with a 93% retention rate for students of color. The highly successful First Year Transitions and Orientation Office also assumed administrative responsibility for the college's Family Weekend and Family Association program events.
The studio art students at Potsdam have an annual exhibit at the Gibson Gallery, and their work frequently wins SUNY wide accolades. Student art is sold annually to the campus community.
leading journals in her field. Her articles have appeared in such venues as the Journal of Electroanalytical Chemistry, Electrochimica Acta, the Journal of Physical Chemistry and the Journal of the Electrochemical Society. Her record of external funding is also impressive for a campus which until recently focused principally on classroom teaching. In the last three years, she has been awarded $804,000 in grants. She has been an active presenter of her research at conferences, listing some 342 presentations and nearly 70 invited lectures.

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

- James German, Associate Professor, History Award: Excellence in College Service
- John Youngblood, Associate Professor, English & Communication Award: Excellence in Improving Campus Climate & Promoting Community Outreach
- Lisa Wilson, Associate Professor, English & Communication Award: Excellence in Academic Advising
- Derek Maus, Associate Professor, English & Communication Award: Excellence in Scholarship and/or Creative Activities
- Steven Stannish, Associate Professor, History Award: Excellence in Teaching

Retirees:

The School of Arts & Sciences proudly recognizes Judith Little, Professor, Philosophy, for 18 years of exemplary service and Lindy Strauss, Art, for 20 years of service.

New Programs

Bachelor of Fine Arts in Creative Writing: The B.F.A. in Creative Writing is a pre-professional degree that offers students intensive training in the writing of fiction, poetry, drama, creative nonfiction, and screenplays. In addition to courses in creative writing, students are required to write a senior thesis, to take courses in literature, to complete a writing-related internship, and to present their work in a solo reading during their final year.

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 2013, serves as a very real symbol of the College’s commitment to liberal and fine arts education.

The departments of Anthropology and Biology completed program self-studies, were visited by external teams for evaluation, and received positive external reports.

Numerous students from the School of Arts and Sciences participated in the April 18, 2012 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

Overview

The School of Education and Professional 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 of Education and Professional Studies 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 of Education and Professional Studies 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.

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.

- The Business Administration Advisory Council met during the Spring Semester to contribute their experience to the annual Dining Etiquette and Networking Workshop.

- The graduate programs in Information and Communication Technology are scheduled to move into the Business Administration Department by fall 2013.

- 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.

Teacher education at Potsdam traces its history back to the College’s foundation as St. Lawrence Academy established in 1816, making SUNY Potsdam’s teacher education programs the oldest in the SUNY system.
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, an entirely new idea for its day. In 1926, the Institute became part of the State Normal School at Potsdam, ultimately becoming one of the three academic schools which constitute SUNY Potsdam. The Crane School comprises 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 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.

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

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 Crane's performance students and in the performance excellence of Crane students in all programs.
- A culminating event each spring is the Spring Festival performance of major works by the Crane Chorus and Crane Symphony Orchestra, newly supported by significant gifts bringing major guest conductors to Potsdam annually and taking the performance periodically to major cities.
- Created in 1999, The Crane Institute for Music Business serves to connect Crane's music education tradition to the music industry, and houses majors and minors in music business. Crane music business students serve as industry interns at the annual NAMM Show and prepare for a range of successful careers. Crane's ensembles provide a full range of performance opportunities for large and small instrumental and vocal groups, and include outstanding Jazz and Latin
ensembles. Well over 300 performances each year in Crane's performance spaces serve the community and region.

- The Community Performance Series housed at Crane brings internationally-known artists to Potsdam each year, benefitting students and community members.

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

- The summer Crane Youth Music program, 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

- Virtually all Crane graduates secure employment or enter competitive graduate programs within a short time of their graduation. High placement rates have held even in the recent challenging climate for employment and for public education.

- 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.

Crane students frequently achieve recognition for performances, scholarly work, composition, and other accomplishments in competitive settings across the nation and beyond.

Annual Goals

- Successfully complete Crane’s decennial accreditation review by the National Association of Schools of Music.

- Prepare for the opening of the new, adjoining Performing Arts Building, which will primarily house the Theatre and Dance Department, but will enhance Crane’s programs in a number of ways, and will offer by its proximity a new environment for collaboration among the arts.

- 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 early in the Campaign for Potsdam to deepen and broaden support for Crane’s programs and initiatives as the Campaign enters its public phase in 2013.

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; significant additional 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.

The Crane Symphony Orchestra is the second oldest collegiate orchestra in the US. The Crane Candlelight Concert is broadcast through PBS affiliates, and The Crane School has a long history of performing orchestral and choral masterworks under conductors such as Aaron Copland, Nadia Boulanger, and Helmuth Rilling.
Overview

The Assistant Vice President for Information Technology 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. 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. Andrew Harradine serves as the Assistant Vice President for Information Technology, and along with six CTS unit managers, as well as sixteen CTS staff members and twenty-four part-time student employees they 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 SUNY-Card, 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. (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.

Highlights

CTS staff members must balance innovation with keeping the lights on in regards to behind the scenes maintenance, administration, and troubleshooting responsibilities required on a daily basis. In addition to the day-to-day operational, systems, database, network, software, hands-on computer labs and projection classroom maintenance, our dedicated staff have completed the following new projects and undertakings:

- Published the CTS Student Faculty/Staff newsletters in fall, winter, and spring detailing information technology updates and new services
- Implemented BearPAWS for Guests – a FERPA compliant add-on to BearPAWS, which allows students to grant third party self-service online access to their records
so that parents/guardians can view/pay bills, view financial aid awards, view tax information, etc.

- Acquired a site license for Windows7 and deployed campus-wide.
- Acquired an Adobe CS5 site license and deployed campus-wide.
- Moved SPSS license server to SUNY ITEC and joined SUNY SPSS consortium allowing CTS to continue to be able to afford/provide SPSS campus-wide.
- Expanded digital signage fleet adding signs in Maxcy Hall (7) and in Student Health Services (1).
- Expanded W@SP to include Pete’s Place and Student Health Services.
- Built new projection classrooms in Flagg 210 and Stowell 103.
- Replaced projectors (11) and control systems (8) in Bishop, Crumb, Flagg, Kellas and Stowell.
- Replaced hands-on computer lab Macs/PCs (91) in Carson, Crumb, Dunn and Schuette and also replaced student computer chairs (81) and air conditioners (2).
- Entered into three-year agreements with Time Warner guaranteeing pricing for Internet1 circuit and service and Internet2 circuit.
- Installed a weatherproof PTZ camera allowing remote viewing/frame capture of the Performing Arts Building construction.

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 2011-12 include:

- Campus-wide replacements of uninterruptable power supplies (UPS), edge network electronics, and PBX.
- Transitioning from the Blackboard Learning Management System (LMS) to the Moodle LMS.
- Increase the number of projection classrooms.
- Complete the BearPAWS Faculty Information Form allowing the college to more easily capture and publicize faculty creative endeavors and scholarly works.
- Develop a BearPAWS page allowing faculty/staff/students to view/download campus resources.
- Ensure fiscal support of the student facilities computer, faculty computer, and AV lifecycles.
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 2011-2012, the office managed 56 sponsored awards totaling close to $3 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 2011, the PIAR housed $634,993 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 over $700,000 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 28th 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/ 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 $260,000 to support Potsdam's NCSTEP program.
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 work of the College Libraries is dedicated to “Supporting learning for the college community through information resources and services.”

As defined by 2010’s “SUNY Potsdam College Libraries Strategic Plan: Turning the Libraries of 2010 into the Libraries of 2015”, finding the promise of the academic library for the future means looking outside libraries to determine a wise path forward. 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 is Libraries practice to ensure that approximately 80% of OTPS funding is spent on information resources for users, while the remaining 20% on 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.

- Materials expenditures ($350,000 in 2010 2011), included more than 3,000 new print books, 61,000 ebooks, more than 50 databases of periodical literature providing access to 60,000 online journals, several streaming music databases in support of the Crane School of Music, new streaming video databases to support classroom teaching and learning, and providing 6,600 items via Interlibrary Loan for SUNY Potsdam users.

- PSR allocations to the College Libraries have been stable following hiring restraint imposed in 2009-2010, and we expect an increase in 2012 as we hire a librarian to bring staffing closer to 2009 levels. This stability of funding has been preserved by the Provost despite six retirements or departures from the College in a three year period, and has allowed the Libraries to meet our goals despite the continual staffing turnover.

- TS allocations to the College Libraries have been dramatically reduced in the last three years (totaling a near 40% permanent cut), which has only been partially offset by increases in CWS allocations. As a result, both Crumb and Crane Libraries have been compelled to reduce open hours due to lack of staffing. While the loss of student employees has been keenly felt, the reduction in funds has prompted creative and more attentive management of the available funds, and made us more agile and thoughtful with the funding we have.

- Dedicated regular donors to the College Libraries, the College Archives, and the Crane Library provide an ongoing source of Foundation-managed money to fund interesting and 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, building a leisure reading collection for the campus community, and trying out new technology items like Nooks and iPads.
• Targeted endowments given to the College Libraries include the Bregman Endowment for the Humanities which support 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 2012-2013 we expect that:

• TS funding and CWS funding will remain stable, but will not increase.

• OTPS funding will be cut to manage the College's ongoing deficit position.

• 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 2012-2013, 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.

• 2012-2013 is the final year of a three year plan to refurbish staff furniture and workspaces in the College Libraries, and a segment of OTPS money will be dedicated to this plan. Most furniture purchases this year will be targeted at Crane Library's staff and public spaces.

• 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.
The Division of Student Affairs includes the following important offices: Campus Life (including Greek Life), Campus Ministry, Career Planning, Center for Diversity, College Counseling Center, Residence Life, Student Health Services, Student Conduct and Community Standards, and University Police. These dynamic areas are supervised by Chip Morris ’78, Dean of Students. Fortunate to have a number of committed professionals on staff, Student Affairs also employs well over 100 students in a variety of important positions to include Resident Assistants, University Police Dispatchers, and Barrington Student Union Managers.

While offering an extensive variety of programming, the number one priority of Student Affairs is to create a safe environment that supports the academic and personal development of all students. This includes those living in the College’s residence halls or off campus. We accomplish this by working directly with faculty and academic administrators on programs such as the First Year Experience, the First Year Success Seminar, and as mentors and advisors to our over 100 student organizations. The outcome of those collaborations is a student body that better understands its responsibilities related to citizenship, intellectual and personal development, and individual responsibility in helping make all those associated with SUNY Potsdam achieve their potential.

### Highlights

Student Affairs at SUNY Potsdam has a long and storied history. When Vice President of Student Affairs Dr. Thomas Barrington became President of the College, we became the first SUNY School to select its President from within the ranks of Student Affairs. Since that time, we have graduated dozens of students who have chosen student affairs for their career due to their positive experience while at the College. More recently we have had programs win recognition through the SUNY wide Outstanding Student Affairs Programs competition three of the four years the competition has been running. Currently there are encouraging developments. Residence Life has been experiencing increasing in-resident populations and now has the largest number of residents this century. Our College Counseling Center has developed a staffing and supervision structure, unique within SUNY, that allows for a more comprehensive array of services and therapy options. The Center for Diversity is engaged in supporting the largest student of color population (by % of total student population) in recent memory. Finally, Campus Life has developed a student leadership development program, which is the envy of North Country colleges and beyond.

### Goals/Assumptions

- Continue to expand the use of assessment tools and results in program development and review.
- Continue final planning for a new student union (number 1 priority on the College’s Facility Master Plan).
- Continue adjusting to the retirement of two senior Student Affairs administrators – positions not filled as a cost savings action.
- Continue development and implementation of a campus civility initiative.
- Continue implementation of new sexual incident response programs and policies.

### SUNY POTSDAM

#### 2012-2013 Campus Financial Plan

<table>
<thead>
<tr>
<th></th>
<th>2011-2012 Allocation</th>
<th>2012-2013 Allocation</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service Regular</td>
<td>$1,415,460</td>
<td>$1,362,631</td>
<td>$(-52,829)</td>
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<tr>
<td>Temporary Service</td>
<td>$-</td>
<td>$-</td>
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</tr>
<tr>
<td>Other Than Personal Service</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$1,415,460</td>
<td>$1,362,631</td>
<td>$(-52,829)</td>
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</table>
**Division of Enrollment Management**

**Overview**

The Division of Enrollment Management includes four departments: Admissions, Financial Aid, Student Accounts and this academic year the Director of Institutional Effectiveness has joined the Enrollment Management Directors. 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) with an annual salary expense of $1,771,236 in FY 2012-13. 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.

**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. She replaced Mike Lewis who retired on 6/30/12.

As of 7/1/2012 The Current Functional Areas report to the Vice President for Business Affairs.

Physical Plant and Construction Management. The Physical Plant and Construction Management functions report to Assistant Vice President Tony DiTullio, who assumed that role in January 2011.

<table>
<thead>
<tr>
<th>SUNY POTSDAM</th>
<th>2012-2013 Campus Financial Plan</th>
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<tbody>
<tr>
<td></td>
<td>2011-2012 Allocation</td>
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<td>$61,899</td>
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</table>

Bruce Brydges, Associate Vice President for Institutional Effectiveness and Enrollment Management
Business Affairs. The Business Affairs area manages accounting, budgeting, and financial planning for the campus. Among the functions the three professional and one clerical employee are responsible for are developing the operating budgets for all areas described in this document, insuring that accounts are properly and accurately maintained, forecasting current & 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 the 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. The Purchasing and Payables area reports to Mark Martinchek who is the Director of Procurement.

Human Resources. The Human Resources area, reporting to Assistant Vice President Mary Dolan is responsible for all personnel and payroll transactions for state and research foundation employees, as well as student assistant and college work study payrolls. 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, it is anticipated that payroll for both campuses will be combined and shared, as will other appropriate human resource functions.

Environment, Health & Safety. The EHS area, reports to director Calvin Smith who is responsible for management of the campuses environmental compliance, employee health and safety activities. During the 2012-13 Academic Year it is planned that EHS functions for both SUNY Potsdam and SUNY Canton will become a shared activity.

<table>
<thead>
<tr>
<th>2012-2013 Campus Financial Plan</th>
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<tr>
<td>Business Affairs</td>
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<thead>
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<th></th>
<th>2011-2012 Allocation</th>
<th>2012-2013 Allocation</th>
<th>Change</th>
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<tr>
<td>Personal Service</td>
<td></td>
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<td>Regular</td>
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<td>$ 4,341,295</td>
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Division of College Advancement

Overview

College Advancement reports to Vicki Templeton-Cornell, Vice President for College Advancement and is responsible for fundraising, external & 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

Although we are one of the smallest in our peer group of the 13 SUNY Public Masters Universities, according to the FY2010 Voluntary Support of Education (VSE) Report, among our SUNY peers Potsdam ranks:

- #1 in undergraduate alumni participation in giving (10.7%)
- #2 in endowment per student ($3,538)
- #3 in total alumni participation for giving (9.8%)
- #3 in total funds raised per student ($611)
- #3 in bequests received ($660,919)
- #18 in the nation in alumni participation in giving for public masters universities.

The college raised $3,076,976 in gifts during the 2010-11 fiscal year.

Unrestricted gifts totaled $1,052,131, an increase of 6% over 2009-10.

The college's endowment grew to $31.1MM, an increase of $5 million from the previous year.

The Potsdam College Foundation provided $604,615 in scholarships to 452 recipients.

Annual Goals

Raise Significant Funds for the college in order to meet the highest priorities of the institution.

Develop a comprehensive marketing plan for the college designed to support the goals and objectives of the Bicentennial Plan, and to support increased enrollment and fundraising efforts.

Encourage alumni of the college to return to their alma mater, to support the current students and faculty through mentoring, volunteerism, & philanthropy.

Move the college’s third Comprehensive Campaign from the Leadership phase to the Public phase of campaign, with 60% of goal pledged.

<table>
<thead>
<tr>
<th>SUNY POTSDAM</th>
<th>2012-2013 Campus Financial Plan Advances</th>
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<tr>
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<td>Personal Service Regular</td>
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</table>

Victoria Templeton-Cornell, Vice President for College Advancement & Executive Director, Potsdam College Foundation Inc.
DIFR
- Highlights
- Planning Assumptions
- Operating Budget
The Residence Life program at SUNY Potsdam is comprised of 7 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 Josh McLear and Amanda Grazioso, both Assistant Directors. 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 (RA’s) and 16 Academic Peer Mentors (who are in our First Year Experience (FYE) Program.)

SUNY Potsdam Residence Life 2012-2013 Dormitory Income Fund Reimbursable (DIFR) Budget

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2012-2013 Residence Life operating budget of $13.7 million funds 99.97 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 2012-2013 rates and capital projects were conducted with Student Government Association 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.

Potsdam encourages students to make their dorm rooms their “home away from home”
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 6 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 & 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 that direct dial 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

The “freshman funnel” is a Potsdam tradition where faculty and staff greet incoming first year students as they walk from their dorms to the opening convocation of their time at Potsdam.
The recently constructed townhouses have proved to be a popular and much in demand addition to the on-campus housing options available at Potsdam.

Planning Assumptions
Some planning assumptions were used in the development of the 2012-2013 budget to include:

- Residence Hall room rates for a standard double room will increase $200 annually from $5,770 to $5,970. Total available revenue will increase from $13.25 million to $13.7 million.
- Residence hall occupancy will remain above 90% in the fall and 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.
- $3.95MM for debt service
- Other spending costs remain constant (i.e. furniture replacement, contractual obligations for laundry, Res. Life Cinemas, fitness center equipment lease, phones, Time Warner)

Operating Budget
The 2012-2013 Residence Life operating budget totals $13.7 million and funds a total of 99.97 FTE positions. It includes 15 Residence Life staff, 5 counseling center staff, 3 University Police positions, 68.57 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 Town Houses. New debt and projects include major renovations to Bowman Hall and continued renovations to Lehman bathrooms.

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.”

<table>
<thead>
<tr>
<th>SUNY POTSDAM</th>
<th>2012-2013 Campus Financial Plan</th>
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<tbody>
<tr>
<td>Dormitory Income Fund Reimbursable (DIFR)</td>
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<tr>
<td>FTE Summary</td>
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<tr>
<td>Residence Hall Administration</td>
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<td>Residence Hall Maintenance</td>
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<td>Safety and Security</td>
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<td>Total</td>
<td>87.47</td>
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## SUNY Potsdam
### 2012-2013 Campus Financial Plan
#### Dormitory Income Fund Reimbursable (DIFR)

<table>
<thead>
<tr>
<th>Room Types</th>
<th>Bed Rental Rate</th>
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<tr>
<td>Standard Double</td>
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<tr>
<td>Standard/Medical Single</td>
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<tr>
<td>Suite w/ Bath</td>
<td>$3,060</td>
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<tr>
<td>Suite w/o Bath</td>
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<tr>
<td>Triple</td>
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<tr>
<td>Apartment</td>
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<tr>
<td>Super Single in Double</td>
<td>$3,760</td>
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<tr>
<td>Super Single in Suite w/ Bath</td>
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<tr>
<td>Super Single in Suite w/o Bath</td>
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<tr>
<td>Super Single in Apart &amp; Thouse</td>
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</tr>
<tr>
<td>Senior Single in Double</td>
<td>$3,760</td>
</tr>
<tr>
<td>Draine Premium Single</td>
<td>$3,760</td>
</tr>
<tr>
<td><strong>Spring</strong></td>
<td></td>
</tr>
<tr>
<td>Standard Double</td>
<td>$2,985</td>
</tr>
<tr>
<td>Standard/Medical Single</td>
<td>$3,035</td>
</tr>
<tr>
<td>Suite w/ Bath</td>
<td>$3,060</td>
</tr>
<tr>
<td>Suite w/o Bath</td>
<td>$3,010</td>
</tr>
<tr>
<td>Triple</td>
<td>$2,985</td>
</tr>
<tr>
<td>Apartment</td>
<td>$3,060</td>
</tr>
<tr>
<td>Super Single in Double</td>
<td>$3,760</td>
</tr>
<tr>
<td>Super Single in Suite w/ Bath</td>
<td>$3,835</td>
</tr>
<tr>
<td>Super Single in Suite w/o Bath</td>
<td>$3,785</td>
</tr>
<tr>
<td>Super Single in Apart &amp; Thouse</td>
<td>$3,835</td>
</tr>
<tr>
<td>Senior Single in Double</td>
<td>$3,760</td>
</tr>
<tr>
<td>Draine Premium Single</td>
<td>$3,760</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 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 or Dining Services and the College Store based on input from members of the Board of Directors. The budget is presented to the board at its’ February meeting for final approval. The budget is also subject to final approval and review by the Campus President and SUNY System Administration.
Highlights

• 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 $71,000.

• Capital expenditures of $155,000. Dining Services plans to remodel of the Lehman dish return area, purchase a new delivery truck for Catering and a walk in cooler and dish machine for the Student Union. Administrative Services plans to purchase new computers for their offices.

• 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.

• The total number of washers and dryers in service for 2012-2013 is 210.

• Contribution of $500,000, 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.

Executive Chef Steve Maiocco’s team creates healthy and innovative menu offerings that are served in all of the college dining operations.
# PACES Budget Summary

<table>
<thead>
<tr>
<th>Services</th>
<th>2012-2013 Budget</th>
<th>2011-2012 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>$15,581,625</td>
<td>$10,840,000</td>
<td>$4,741,625</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>$3,941,153</td>
<td>$3,685,600</td>
<td>$255,553</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$6,617,963</td>
<td>$6,225,605</td>
<td>$392,358</td>
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<tr>
<td>Other Revenues</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
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<tr>
<td>Allocation of Administrative Expenses</td>
<td>$517,440</td>
<td>$496,025</td>
<td>$21,415</td>
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<td>Excess of Revenue over Expenses</td>
<td>$515,089</td>
<td>$432,778</td>
<td>$82,299</td>
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<tr>
<td><strong>College Store</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total Revenue</td>
<td>$3,310,000</td>
<td>$3,612,000</td>
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<tr>
<td>Cost of Sales</td>
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<td>Operating Expenses</td>
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<td>Other Revenues</td>
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<td>Allocation of Administrative Expenses</td>
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<td>Excess of Revenue over Expenses</td>
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<td><strong>Vending Services</strong></td>
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<tr>
<td>Total Revenue</td>
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<td>$410,000</td>
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<tr>
<td>Cost of Sales</td>
<td>$358,800</td>
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<td>Operating Expenses</td>
<td>$6,280</td>
<td>$5,580</td>
<td>$700</td>
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<td>Other Revenues</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
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<tr>
<td>Allocation of Administrative Expenses</td>
<td>$20,750</td>
<td>$20,750</td>
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<td>Excess of Revenue over Expenses</td>
<td>$74,170</td>
<td>$63,870</td>
<td>$10,300</td>
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<tr>
<td><strong>Washers and Dryers</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Total Revenue</td>
<td>$180,000</td>
<td>$179,383</td>
<td>$617</td>
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<tr>
<td>Cost of Sales</td>
<td>$98,532</td>
<td>$98,532</td>
<td>$-</td>
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<tr>
<td>Operating Expenses</td>
<td>$44,175</td>
<td>$43,851</td>
<td>$324</td>
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<tr>
<td>Other Revenues</td>
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<td>$-</td>
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<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>$35,293</td>
<td>$35,000</td>
<td>$293</td>
</tr>
</tbody>
</table>

Total Revenue from Operations: $15,541,625 $15,041,383 $500,242
Total Cost of Sales and Operating Expenses: $14,885,221 $14,442,888 $442,333
Excess Revenue from Operations: $656,404 $618,495 $37,909
Program Expenditures: $500,000 $450,000 $50,000
Transfer to Corporate Equity: $156,404 $148,495 $7,909
Dining Services

Overview

- The proposed budget reflects the meal plan changes approved by the board at their December 2011 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 work force 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 3.7%. The All Flex plan was increased by $150 per semester with a $100 base fee charged each semester.

- Increase the minimum plan to $1,300 All Flex per semester.

- Maintain the meal allowance at $6.00 per meal.

- Continue 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 their Flex accounts.

- Access to Fall semester meal plans begins with lunch on Friday, August 24, 2012 and ends after breakfast on Saturday, December 15, 2012.

Meal Plan Highlights:

- Access to Spring semester meal plans begins with breakfast on Saturday, January 19, 2013 and ends after dinner on Saturday, May 18, 2013.

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

- Weekly meals run from Sunday to Saturday (reset Sunday @ 2:00 a.m.)

- All resident 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 14, 2012.

- Spring Flex balances will be closed out after dinner on Saturday, May 18, 2013.
# PACES DINING SERVICES

<table>
<thead>
<tr>
<th>Gross Sales</th>
<th>2012-2013 Budget</th>
<th>2011-2012 Budget</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Sales</td>
<td>$10,161,625</td>
<td>$9,640,000</td>
<td>$521,625</td>
</tr>
<tr>
<td>Bear Express Sales</td>
<td>$240,000</td>
<td>$250,000</td>
<td>($10,000)</td>
</tr>
<tr>
<td>Cash Sales</td>
<td>$1,190,000</td>
<td>$950,000</td>
<td>$240,000</td>
</tr>
<tr>
<td><strong>Total Sales</strong></td>
<td><strong>$11,591,625</strong></td>
<td><strong>$10,840,000</strong></td>
<td><strong>$751,625</strong></td>
</tr>
</tbody>
</table>

| Cost of Sales        | $3,941,153       | $3,683,600       | $257,553            |

| GROSS PROFIT ON SALES| $7,650,472       | $7,154,400       | $496,072            |

## Operating Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2012-2013 Budget</th>
<th>2011-2012 Budget</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$3,522,148</td>
<td>$3,318,000</td>
<td>$204,148</td>
</tr>
<tr>
<td>Employee Costs/Training</td>
<td>$1,615,135</td>
<td>$1,493,000</td>
<td>$122,135</td>
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<td>Depreciation-PACES Equip</td>
<td>$10,000</td>
<td>$280,825</td>
<td>($270,825)</td>
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<td>Utility Assessment Fee</td>
<td>$313,000</td>
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<td>$151,720</td>
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<td>Paper Supplies</td>
<td>$161,280</td>
<td>$320,000</td>
<td>($158,720)</td>
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<tr>
<td>Cleaning Supplies</td>
<td>$355,000</td>
<td>$65,000</td>
<td>$290,000</td>
</tr>
<tr>
<td>China &amp; Glassware</td>
<td>$70,000</td>
<td>$10,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>Serving Equipment</td>
<td>$5,000</td>
<td>$95,000</td>
<td>($90,000)</td>
</tr>
<tr>
<td>Silverware and Trays</td>
<td>$95,000</td>
<td>$5,000</td>
<td>$90,000</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$4,000</td>
<td>$11,000</td>
<td>($7,000)</td>
</tr>
<tr>
<td>Contract Supplies</td>
<td>$9,900</td>
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<td>($15,100)</td>
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<tr>
<td>Vehicles</td>
<td>$25,000</td>
<td>$7,000</td>
<td>$18,000</td>
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<tr>
<td>Travel</td>
<td>$5,000</td>
<td>$5,000</td>
<td>($0)</td>
</tr>
<tr>
<td>Dues</td>
<td>$9,000</td>
<td>$1,500</td>
<td>$7,500</td>
</tr>
<tr>
<td>Repair &amp; Maintenance</td>
<td>$1,500</td>
<td>$60,000</td>
<td>($58,500)</td>
</tr>
<tr>
<td>Telephone</td>
<td>$85,000</td>
<td>$5,000</td>
<td>$80,000</td>
</tr>
<tr>
<td>Postage</td>
<td>$5,000</td>
<td>$2,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>Uniforms</td>
<td>$1,000</td>
<td>$35,000</td>
<td>($34,000)</td>
</tr>
<tr>
<td>Programming</td>
<td>$33,000</td>
<td>$10,000</td>
<td>$23,000</td>
</tr>
<tr>
<td>Laundry</td>
<td>$10,000</td>
<td>$25,000</td>
<td>($15,000)</td>
</tr>
<tr>
<td>Advertising</td>
<td>$30,000</td>
<td>$5,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>$5,000</td>
<td>$48,000</td>
<td>($43,000)</td>
</tr>
<tr>
<td>Licenses</td>
<td>$48,000</td>
<td>$2,500</td>
<td>$45,500</td>
</tr>
<tr>
<td>Duplicating</td>
<td>$3,000</td>
<td>$3,500</td>
<td>($500)</td>
</tr>
<tr>
<td>Card Management System</td>
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<td>($25,000)</td>
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<tr>
<td>Books &amp; Periodicals</td>
<td>$32,000</td>
<td>$2,500</td>
<td>$29,500</td>
</tr>
<tr>
<td>Waste Management</td>
<td>$2,000</td>
<td>$10,000</td>
<td>($8,000)</td>
</tr>
<tr>
<td>Computer Supplies</td>
<td>$10,000</td>
<td>$7,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>Catering Supplies</td>
<td>$6,000</td>
<td>$2,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$6,000</td>
<td>$5,500</td>
<td>$500</td>
</tr>
<tr>
<td>Rent</td>
<td>$11,000</td>
<td>$78,000</td>
<td>($67,000)</td>
</tr>
<tr>
<td>Bad Debt</td>
<td>$78,000</td>
<td>$75,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>ADP Processing Fees</td>
<td>$25,000</td>
<td>$22,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>Allocation of Adm. Expense</td>
<td>$20,000</td>
<td>$496,025</td>
<td>($476,025)</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$517,440</td>
<td>$-</td>
<td>$517,440</td>
</tr>
</tbody>
</table>

**Total Operating Expenses**

| $7,135,403 | $6,721,630 | $413,773 |

**Excess of Revenue over Expenses**

| $515,069 | $432,770 | $82,299 |

D-5 State University of New York at Potsdam
Budget Assumptions for Contract Meal Plans:

A contract meal plan is mandatory for campus residents except Townhouse and Lehman apartment residents.

- First Year Students must choose 19Meal Plan or either of the two 14Meal Plans.
- After the residency requirement is met, students may choose from any residential meal plan or commuter plan.
- PACES allows students to exchange an all you care to eat meal into an all at once allowance equal to $6 in our al la carte retail areas.
- Our all you care to eat facility has two price tiers for lunch and dinner. The cash/bear express entry price (L/$8.50 D/$12) the meal plan flex credit price (L/$6.80D/$10). Faculty and Staff receive a 20% discount on meals, if purchased with their flex plan.

Lehman Hall is SUNY Potsdam’s main contract dining facility serving 19 meals weekly, and is a major gathering spot for students with common academic or social interests.
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 by cash and credit card.

On campus it can be used in The College Store, Union Market, SGA offices, Health Center, college libraries, the CPS box office and vending machines. Off campus it can be used to purchase goods from select merchants. PACES has entered into partnership with UGryd, a division of CBORD, to assist in providing these services to Bear Express account holders. PACES receives a commission on every sale processed with Bear Express. Forty-seven merchants are currently involved in accepting the card off campus.

Retail Operations

The College Store

- Sales are projected to decrease by 8.4% from the 2011-2012 budget in the areas of new texts, computers and the sale of the tobacco products.
- The sale of tobacco sales will be discontinued on May 31, 2011.

The Union Market

The Union Market is the campus convenience store. It rents movies, sells beverages and small appliances that are authorized for use in the dorms. 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.

Textbooks

The College Store is the official SUNY Potsdam textbook retailer. Professors request specific books, editions, and course material. Student’s register for a courses on SUNY’s BearPAWS page, 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.

The rising costs of textbooks has challenged the market to develop innovative programs to help students manage this expense. The College Store has responded by offering used, rental, e-book, as well as new textbook formats.

Pre Pack Books

Pre orders are processed before books go on sale in the bookstore and until we reach pre pack storage capacity. Books may be paid for with Bear Express or Credit Card. In the fall of 2011, 1,400 orders were pre packed for pick up.

- Sales are projected to decrease by 12.5% from the 2010-2011 budget in the areas of new texts, computers and the sale of tobacco products.
- The sale of tobacco products was discontinued on May 31, 2011.

Loyalty Program:

Customers who have placed online orders for textbooks are rewarded with loyalty coupons for future purchases.
Bear Care Program - Gifts from Home

Birthday, get well, celebratory and special occasional baskets are available through this program. Baskets can be customized to meet budgetary and gift needs. Ordering directions and sample baskets are available at our online store.

Banking

PACES, provides, in partnership with North Country Savings Bank, 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.

The College Store, a division of PACES, offers a full-line of college branded clothing and gear, as well as a full line of student supplies and technology solutions. In addition to two retail stores, the College Store has an extensive on-line presence to serve alumni, parents, and friends of the College.
<table>
<thead>
<tr>
<th>PACES</th>
<th>RETAIL OPERATIONS (The College Store &amp; The Union)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012-2013 Budget</td>
</tr>
<tr>
<td>GROSS SALES</td>
<td>$3,310,000</td>
</tr>
<tr>
<td>COST OF GOODS SOLD</td>
<td>$2,300,450</td>
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<tr>
<td>GROSS PROFIT ON SALES</td>
<td>$1,009,550</td>
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</tbody>
</table>

**OPERATING EXPENSES**

<table>
<thead>
<tr>
<th>Item</th>
<th>2012-2013</th>
<th>2011-2012</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$452,500</td>
<td>$453,500</td>
<td>$(1,000)</td>
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<tr>
<td>Employee Costs</td>
<td>$202,000</td>
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<td>$820</td>
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<td>Operating Supplies</td>
<td>$25,000</td>
<td>$20,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>$14,000</td>
<td>$12,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Equipment Rental</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$0</td>
</tr>
<tr>
<td>Repair &amp; Maintenance</td>
<td>$1,000</td>
<td>$2,000</td>
<td>$(1,000)</td>
</tr>
<tr>
<td>Telephone</td>
<td>$3,200</td>
<td>$3,500</td>
<td>$(300)</td>
</tr>
<tr>
<td>Uniform Allowance</td>
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<td>$0</td>
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<tr>
<td>Postage</td>
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<td>$600</td>
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<tr>
<td>Advertising</td>
<td>$1,000</td>
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<td>$(1,500)</td>
</tr>
<tr>
<td>Insurance</td>
<td>$10,300</td>
<td>$10,500</td>
<td>$(200)</td>
</tr>
<tr>
<td>Freight Out</td>
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<td>$(3,000)</td>
</tr>
<tr>
<td>Miscellaneous</td>
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<tr>
<td>Utility Assessment Fee</td>
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<td>Depreciation</td>
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<tr>
<td>Rent</td>
<td>$11,500</td>
<td>$11,500</td>
<td>$0</td>
</tr>
<tr>
<td>Bad Debt</td>
<td>$5,000</td>
<td>$35,000</td>
<td>$(30,000)</td>
</tr>
<tr>
<td>Credit Card Fees</td>
<td>$30,000</td>
<td>$22,000</td>
<td>$8,000</td>
</tr>
<tr>
<td>Maint. Agreements</td>
<td>$33,500</td>
<td>$20,000</td>
<td>$13,500</td>
</tr>
<tr>
<td>Memberships and Dues</td>
<td>$3,000</td>
<td>$3,200</td>
<td>$(200)</td>
</tr>
<tr>
<td>Allocation of Adm Expense</td>
<td>$160,000</td>
<td>$170,000</td>
<td>$(10,000)</td>
</tr>
</tbody>
</table>

**TOTAL OPERATING EXPENSES** | $1,024,972 | $1,068,945 | $(43,973) |

**OTHER INCOME**

<table>
<thead>
<tr>
<th>Item</th>
<th>2012-2013</th>
<th>2011-2012</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissions</td>
<td>$41,000</td>
<td>$41,500</td>
<td>$(500)</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>$6,300</td>
<td>$10,700</td>
<td>$(4,400)</td>
</tr>
</tbody>
</table>

**TOTAL OTHER INCOME** | $47,300 | $52,200 | $(4,900) |

**EXCESS REVENUE OVER EXPENSES** | $31,872 | $66,855 | $(34,983) |
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 so that Bear Express account holders can purchase goods from vending.

- Installation of new machines for both beverages and snacks that are IP addressable.

Washers and Dryers

PACES contracts with MacGray to provide laundry services to the campus and to services 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. There are a total of 210 washers and dryers on campus including 24 new machines recently installed in Bowman East.
The Lehman Hall Dining facility offers a wide variety of dining menu options served at several themed stations. Options range from a traditional complete dinner to salad, sandwiches, and a selection on international food offerings.

Administrative Services

- Eliminates the fee for the replacement of damaged and broken SUNY cards.
- Maintains off-campus Bear Express Program and expands usage to Canton using the services of UGRYD.
- Continue the microfridge rental program for residential students.

<table>
<thead>
<tr>
<th>PACEs</th>
<th>ADMINISTRATIVE SERVICES</th>
<th>2013-2014</th>
<th>2013-2012</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADMINISTRATIVE REVENUE</td>
<td>$135,000</td>
<td>$135,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>ADMINISTRATIVE EXPENSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$392,000</td>
<td>$382,000</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>$164,640</td>
<td>$160,450</td>
<td>$4,190</td>
<td></td>
</tr>
<tr>
<td>Books &amp; Periodicals</td>
<td>$1,000</td>
<td>$1,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Duplication</td>
<td>$5,200</td>
<td>$5,000</td>
<td>$200</td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$13,500</td>
<td>$13,000</td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>$17,000</td>
<td>$14,250</td>
<td>$2,750</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>$3,000</td>
<td>$3,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Postage</td>
<td>$1,800</td>
<td>$2,000</td>
<td>$200</td>
<td></td>
</tr>
<tr>
<td>Audit</td>
<td>$14,000</td>
<td>$14,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Contract Services</td>
<td>$28,000</td>
<td>$34,000</td>
<td>$(6,000)</td>
<td></td>
</tr>
<tr>
<td>Payroll Processing Fees</td>
<td>$21,000</td>
<td>$23,500</td>
<td>$(2,500)</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>$7,300</td>
<td>$10,475</td>
<td>$(3,175)</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>$9,500</td>
<td>$9,500</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td>$10,000</td>
<td>$11,000</td>
<td>$(1,000)</td>
<td></td>
</tr>
<tr>
<td>Interest Expense</td>
<td>$140,000</td>
<td>$135,000</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>O&amp;O</td>
<td>$1,750</td>
<td>$2,000</td>
<td>$(250)</td>
<td></td>
</tr>
<tr>
<td>Bank Fees</td>
<td>$200</td>
<td>$200</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Credit Card Processing Fees</td>
<td>$2,500</td>
<td>$2,500</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$6,300</td>
<td>$6,200</td>
<td>$100</td>
<td></td>
</tr>
<tr>
<td>Student Award</td>
<td>$1,000</td>
<td>$1,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Gifts &amp; Donations</td>
<td>$500</td>
<td>$500</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>TOTAL ADMINISTRATIVE EXPENSES</td>
<td>$840,190</td>
<td>$828,775</td>
<td>$11,415</td>
<td></td>
</tr>
<tr>
<td>NET ADMINISTRATIVE EXPENSES</td>
<td>$705,190</td>
<td>$693,775</td>
<td>$11,415</td>
<td></td>
</tr>
<tr>
<td>ALLOCATION OF ADMINISTRATIVE EXPENSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dining Services</td>
<td>$517,940</td>
<td>$496,025</td>
<td>$21,915</td>
<td></td>
</tr>
<tr>
<td>College Store</td>
<td>$160,000</td>
<td>$120,000</td>
<td>$(40,000)</td>
<td></td>
</tr>
<tr>
<td>Vending Services</td>
<td>$27,750</td>
<td>$27,750</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$705,190</td>
<td>$693,775</td>
<td>$11,415</td>
<td></td>
</tr>
</tbody>
</table>
## Corporate Operations Summary by Campus

**Fiscal Year 2010-2011**

<table>
<thead>
<tr>
<th>Campus</th>
<th>Revenues from Operations</th>
<th>Cost of Goods Sold</th>
<th>Operating Expenses</th>
<th>Allocated Administrative Expenses</th>
<th>Net Revenue from Operations</th>
<th>Non-operating Gains/(Losses)</th>
<th>Unallocated Administrative Expenses</th>
<th>Program Expenses</th>
<th>Change in Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albany</td>
<td>$36,936,813</td>
<td>28,585,640</td>
<td>4,118,610</td>
<td>2,016,167</td>
<td>2,216,396</td>
<td>1,433</td>
<td>1,081,312</td>
<td>259,711</td>
<td>876,806</td>
</tr>
<tr>
<td>Univ. at Buffalo</td>
<td>28,365,708</td>
<td>9,764,209</td>
<td>12,743,086</td>
<td>-</td>
<td>5,658,413</td>
<td>617,894</td>
<td>4,974,710</td>
<td>49,205</td>
<td>1,452,302</td>
</tr>
<tr>
<td>Stony Brook</td>
<td>69,569,712</td>
<td>40,334,910</td>
<td>24,013,427</td>
<td>2,683,500</td>
<td>2,537,875</td>
<td>962,772</td>
<td>-</td>
<td>644,500</td>
<td>76,968</td>
</tr>
<tr>
<td>HSC - Brooklyn</td>
<td>1,030,188</td>
<td>407,383</td>
<td>296,589</td>
<td>372,079</td>
<td>(46,318)</td>
<td>1,782</td>
<td>-</td>
<td>32,973</td>
<td>(77,509)</td>
</tr>
<tr>
<td>HSC - Syracuse</td>
<td>190,152</td>
<td>128,334</td>
<td>250</td>
<td>-</td>
<td>63,568</td>
<td>65,618</td>
<td>25,549</td>
<td>17,376</td>
<td>86,261</td>
</tr>
<tr>
<td>Brockport</td>
<td>15,841,208</td>
<td>6,379,467</td>
<td>6,279,702</td>
<td>1,414,612</td>
<td>1,867,438</td>
<td>7,354</td>
<td>106,712</td>
<td>870,000</td>
<td>898,030</td>
</tr>
<tr>
<td>Buffalo College</td>
<td>30</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>30</td>
<td>181,536</td>
<td>19,324</td>
<td>16,664</td>
<td>145,880</td>
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<tr>
<td>Cortland</td>
<td>20,007,755</td>
<td>7,627,866</td>
<td>9,172,572</td>
<td>1,504,257</td>
<td>1,703,270</td>
<td>74,729</td>
<td>-</td>
<td>204,922</td>
<td>1,573,077</td>
</tr>
<tr>
<td>Fredonia</td>
<td>18,331,086</td>
<td>7,999,336</td>
<td>7,988,569</td>
<td>1,726,128</td>
<td>777,053</td>
<td>121,772</td>
<td>325,687</td>
<td>653,397</td>
<td>(80,439)</td>
</tr>
<tr>
<td>Geneva</td>
<td>13,244,563</td>
<td>5,049,686</td>
<td>5,609,312</td>
<td>1,593,370</td>
<td>986,185</td>
<td>455,886</td>
<td>-</td>
<td>634,000</td>
<td>808,063</td>
</tr>
<tr>
<td>New Paltz</td>
<td>11,959,172</td>
<td>9,014,729</td>
<td>1,881,644</td>
<td>600,243</td>
<td>662,556</td>
<td>208,897</td>
<td>73,980</td>
<td>901,013</td>
<td>(103,540)</td>
</tr>
<tr>
<td>Old Westbury</td>
<td>415,494</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>415,494</td>
<td>7,554</td>
<td>168,298</td>
<td>40,000</td>
<td>214,750</td>
</tr>
<tr>
<td>Oneonta</td>
<td>18,910,128</td>
<td>13,777,968</td>
<td>2,943,188</td>
<td>901,725</td>
<td>1,287,247</td>
<td>13,635</td>
<td>-</td>
<td>772,789</td>
<td>526,093</td>
</tr>
<tr>
<td>Oswego</td>
<td>23,614,705</td>
<td>8,797,912</td>
<td>13,287,200</td>
<td>-</td>
<td>1,529,593</td>
<td>15,511</td>
<td>-</td>
<td>400,370</td>
<td>1,144,734</td>
</tr>
<tr>
<td>Plattsburgh</td>
<td>19,032,592</td>
<td>13,663,201</td>
<td>4,138,775</td>
<td>475,946</td>
<td>754,670</td>
<td>549,900</td>
<td>101,255</td>
<td>542,255</td>
<td>661,060</td>
</tr>
<tr>
<td>Potsdam</td>
<td>15,577,617</td>
<td>6,210,455</td>
<td>7,200,776</td>
<td>603,587</td>
<td>1,472,819</td>
<td>8,045</td>
<td>150,933</td>
<td>425,000</td>
<td>904,931</td>
</tr>
<tr>
<td>Purchase</td>
<td>13,666,248</td>
<td>9,701,602</td>
<td>2,584,480</td>
<td>778,357</td>
<td>591,809</td>
<td>20,079</td>
<td>-</td>
<td>303,328</td>
<td>308,560</td>
</tr>
<tr>
<td>Alfred</td>
<td>14,784,071</td>
<td>5,649,712</td>
<td>6,750,041</td>
<td>702,637</td>
<td>1,681,481</td>
<td>410,528</td>
<td>61,183</td>
<td>755,494</td>
<td>1,275,323</td>
</tr>
<tr>
<td>Canton</td>
<td>7,261,474</td>
<td>3,224,028</td>
<td>2,987,183</td>
<td>731,216</td>
<td>319,047</td>
<td>10,490</td>
<td>-</td>
<td>193,333</td>
<td>136,164</td>
</tr>
<tr>
<td>Cobleskill</td>
<td>8,389,117</td>
<td>3,455,087</td>
<td>3,755,715</td>
<td>441,560</td>
<td>706,835</td>
<td>9,199</td>
<td>-</td>
<td>500,000</td>
<td>216,034</td>
</tr>
<tr>
<td>Delhi</td>
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<td>3,801,769</td>
<td>4,514,631</td>
<td>653,688</td>
<td>633,246</td>
<td>8,644</td>
<td>9,554</td>
<td>166,985</td>
<td>466,196</td>
</tr>
<tr>
<td>Farmingdale</td>
<td>6,341,524</td>
<td>5,288,889</td>
<td>345,968</td>
<td>465,210</td>
<td>241,837</td>
<td>36,049</td>
<td>-</td>
<td>160,052</td>
<td>117,634</td>
</tr>
<tr>
<td>Morristown</td>
<td>16,985,989</td>
<td>3,738,678</td>
<td>10,684,499</td>
<td>937,414</td>
<td>1,605,368</td>
<td>(43,263)</td>
<td>27,657</td>
<td>637,119</td>
<td>697,359</td>
</tr>
<tr>
<td>Maritime</td>
<td>9,757,117</td>
<td>7,527,688</td>
<td>637,262</td>
<td>152,393</td>
<td>1,339,774</td>
<td>807</td>
<td>20,688</td>
<td>790,098</td>
<td>429,865</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$383,147,516</td>
<td>202,579,423</td>
<td>131,947,627</td>
<td>18,921,977</td>
<td>29,695,489</td>
<td>4,055,811</td>
<td>7,347,019</td>
<td>10,190,654</td>
<td>16,216,627</td>
</tr>
</tbody>
</table>

* Buffalo College ASC only provides funding to the campus.
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.

In most cases IFR accounts are assessed an overhead rate of 15.5% on every dollar deposited. This rate was established July 1, 2000, and will continue at the same level for the 2011-2012 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2011-2012 will be 47.91%.

For the 2011-2012 fiscal year the campus will operate [Char will Supply] IFR accounts and subaccounts. Summarized below are the number of accounts and allocations for each division 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 Student 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 2012-2013 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.
• 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 47.91%.

• For IFR accounts subject to the campus overhead assessment that rate will remain at 15.5%.

• All campus IFR accounts will operate in accordance with SUNY’s policy of self-sufficiency.

\[
\begin{array}{|c|c|c|}
\hline
\text{SUNY POTSDAM} & \text{2012-2013 Campus Financial Plan} \\
& \text{Income Fund Reimbursable (IFR)} \\
& \text{Campus Total FTE Distribution by Area} \\
\hline
\text{President} & 0.00 & 0.00 \\
\text{Academic Affairs} & 0.00 & 0.00 \\
\text{Business Affairs} & 6.50 & 6.50 \\
\text{Advancement} & 0.00 & 0.00 \\
\text{CLEAR} & 0.00 & 0.00 \\
\text{Student Affairs} & 15.55 & 15.55 \\
\text{Enrollment} & 1.00 & 1.00 \\
\text{College} & 0.00 & 0.00 \\
\hline
\text{Total FTE's} & 23.05 & 23.05 \\
\hline
\end{array}
\]
Operating Budget

Major elements include the 3 broad based fees and the increased reliance on IFR funds by college departments when state allocation is not sufficient for their operating needs. The campus IFR program includes 98 accounts and subaccounts. These accounts provide funding for employment. The 2012-2013 IFR operating budget was prepared based on SUNY’s general guidelines and IFR principles. Allocations are based on prior activity, projected activity where changes are anticipated, and available cash balances. The final IFR allocation assigned to the campus will be determined by SUNY System Administration and the adopted New York State Budget. All IFR allocations are contingent upon the account having sufficient cash balances. Expenditures can only be processed to the extent that cash is available to support the allocation. Allocations can usually be increased for accounts that have cash in excess of the allocation amounts.

SUNY Potsdam Anthropology Students are able to learn field techniques in our campus labs, then transfer those skills to field work in the summer months.
SUNY Potsdam Comprehensive Fee Summary

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 2012-13 for undergraduate students is set at $618.00. The fee is comprised of the following six groups:

**Student Activity Fee** – The adopted 2012-13 Student Government Association budget assumes a per semester charge for the Student Activity Fee of $80.00.

**Intercollegiate Athletic Fee** – The adopted 2012-2013 Intercollegiate Athletics Budget assumes a per semester charge for the Intercollegiate Athletics Fee of $174.00. This fee was approved by the campus Intercollegiate Athletic Board.

**Student Health Services Fee** – The adopted 2012-2013 Student Health Services budget assumes a per semester charge for the Student Health Services Fee of $162.50. The 2012-13 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 2012-2013 Campus Financial Plan assumes a per semester charge for Technology support of $187.00. This increase was supported by the Teaching and Learning Technology Roundtable (TLTR).

**Fitness Center Fee** – The 2012-2013 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 2012-2013 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.

The Shane T. Shaul Fitness Center, funded by student fees, offers a comprehensive state of the art facility with all of the latest fitness equipment, and staffed by experts in up to date personal training.
Student Technology Fee

Overview

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

Physical and virtual IT infrastructures

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 widely throughout campus.

During the past decade, the student technology fee has allowed the SUNY Potsdam campus to develop a comprehensive & robust technology infrastructure which includes:

- Thirteen hands-on classroom computer labs and public computer labs
- Forty-one projection classrooms with various “smart” technologies
- Twenty-onedepartmental 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 Student Technology Fee has resulted in a wide range of technological improvements benefitting students in every program across the campus.

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.

Planning Assumptions

CTS staff members must balance innovation with day-to-day operation and maintenance of the college's technology infrastructure. During the past year, with the assistance of the student technology fee, the CTS staff have completed the following new projects and undertakings:

- Implemented BearPAWS for Guests – a FERPA compliant add-on to BearPAWS, which allows students to grant third party self-service online access to their records so that parents/guardians can view/pay bills, view financial aid awards, view tax information, etc.
- Acquired a site license for Windows7 and deployed campus-wide
- Acquired an Adobe CS5 site license and deployed campus-wide
- Expanded the college's digital signage fleet by adding signs in Maxcy Hall (7) and in Student Health Services (1)
- Expanded W@SP to include Pete's Place and Student Health Services
- Built new projection classrooms in Flagg 210 and Stowell 103
- Replaced projectors (11) and control systems (8) in Bishop, Crumb, Flagg, Kellas and Stowell Halls
- Replaced hands-on computer lab Macs/PCs (91) in Carson, Crumb, Dunn and Schuette Halls as well replaced student computer chairs (81) and air conditioners (2)
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 2011-12 which will be funded in whole or in part through the student technology fee include:

- Campus-wide replacements of uninterruptable power supplies (UPS), edge network electronics, and PBX
- Transitioning from the Blackboard Learning Management System (LMS) to the Moodle LMS
- Increasing the number of projection classrooms
- Develop a BearPAWS page allowing faculty/staff/students to view/download campus resources
- Ensure fiscal support of the student facilities computer, and classroom AV lifecycles

<table>
<thead>
<tr>
<th>Area of Expense</th>
<th>2011-2012 Allocation</th>
<th>2012-2013 Allocation</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service Regular</td>
<td>$</td>
<td>$</td>
<td>$ -</td>
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<tr>
<td>Temporary Service</td>
<td>$ 50,000</td>
<td>$ 50,000</td>
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<tr>
<td>Other than Personal Service</td>
<td>$ 770,000</td>
<td>$ 770,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Total</td>
<td>$ 820,000</td>
<td>$ 820,000</td>
<td>$ -</td>
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</tbody>
</table>
Intercollegiate Athletic Fee

Overview

The SUNY Potsdam Intercollegiate Athletics program competes in 16 intercollegiate athletic sports competing 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 1986 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 2011-12 Academic Year, 103 SUNY Potsdam student athletes (36%) were named to the All-Academic Team, and 65 (23%) student athletes were named to the Commissioner's List for sustained academic performance.

Some highlights of the 2011-12 season include:

Team Honors:

Volleyball team-- 2011-12 American Volleyball Association (AVCA) Team Academic Award

Women's Lacrosse—2012 Intercollegiate Women's Lacrosse Coaches Association (IWLCA) Academic Squad

Individual Athlete Honors:

Swimmer Alexander Taylor won SUNYAC Titles in the 100 and 200 Breaststroke events and was named the Outstanding Male Swimmer of the SUNYAC Championships

Men's Lacrosse Players Rashaun Durden and Robbie Ashlaw were named Preseason All-Americans

The athletic department Maxcy-Molnar awards for the outstanding male and female senior student-athletes went to Maribeth Simmons, women's soccer and lacrosse; and Rashaun Durden men's lacrosse

13 SUNY Potsdam student-athletes were named to their respective all-conference teams in 2011-12

17 SUNY Potsdam student-athletes were named conference Players of the Week

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

Village Wide Leaf-Raking for senior citizens and community organizations,
Assisting the downtown Potsdam merchants with Fright Night,
Youth clinics and lessons in nearly every sport we offer
Suicide Awareness Walk
Helping Hands Dinner
Juvenile Diabetes Walk
Special Olympics
Relay for Life
Habitat for Humanity
Think Pink, Breast Cancer Awareness
Potsdam Elementary School Reading program
Girls & Women in Sports Day
Haunted House build for the Potsdam SPCA
Autism Awareness Walk
St. Lawrence County Health Initiative
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 base line for a broad based athletic program.

Planning Assumptions

Planning assumptions used in the development of the 2012-2013 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee for 2012-13 will be set at $174.00 per semester.
- Undergraduate full-time enrollment for the Fall will be 3,826 students.
- SUNY Potsdam will compete in the same sports.
- Because of Major renovations to the Maxcy Hall Ice Arena, the men’s and women’s ice hockey teams will practice and play their “home” games at various arenas in the Potsdam – Massena area.
- The Intercollegiate Athletics Fee will remit $150,000 to the University Operating budget.
- Assistant coaches, trainers & SID’s continue the enhanced compensation established in 2011-12, and are responsible for securing their own housing.

<table>
<thead>
<tr>
<th>SUNY Potsdam</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Fund Reimbursable (IFR)</td>
<td>Intercollegiate Athletics Budget</td>
</tr>
</tbody>
</table>

**Budgeted Revenue:**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Fee Revenue</td>
<td>$1,329,764</td>
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<tr>
<td>Miscellaneous Revenue</td>
<td>$60,034</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,389,798</strong></td>
</tr>
</tbody>
</table>

**Budgeted Expenses:**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages – Asst Coaches &amp; Support Staff</td>
<td>$259,398</td>
</tr>
<tr>
<td>Direct Team Related Expenses</td>
<td>$592,310</td>
</tr>
<tr>
<td>Athletics Administration &amp; Support Costs</td>
<td>$388,090</td>
</tr>
<tr>
<td>Allocation to the College Financial Plan</td>
<td>$150,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,389,798</strong></td>
</tr>
</tbody>
</table>
Student Health Services

Mission Statement

The Student Health Services’ Mission at SUNY Potsdam is to enhance the educational process by maintaining an environment for students to pursue their academic work with a minimum of health related barriers to learning. A second part of that mission is to guide students toward the development of a personal wellness program which will lay the foundation for a healthy life, including the empowerment to be self-directed and well-informed consumers of health care.

Overview

SUNY Potsdam is located in an area of the state with a paucity of medical providers. The ability of its students to access non-urgent health care in the community can be difficult. As a consequence, SUNY Potsdam’s Student Health Services is robustly staffed and is well used. Between 6500 and 6800 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 College 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.
- Teaching of a one credit PE class designed to assist students with weight control.

Staffing

The Watkin’s Student Health Services clinic is located on the first floor of Van Housen Hall. It is a department within the Student Affairs division, 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 opinion and input are obtained through an active Student Health Advisory Council.

While Dr. Moose is the College Physician, high quality medical care is also provided by Mary Beth Rosenfeld, ANP; Tracy Harcourt, FNP; and Katharine Mathis, RPAC. Supporting the medical providers’ role in delivering care to students, SHS employs the following full-time staff members: 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.

Dr. Richard E.
Moose, MD
Director of Student Health Services

SUNY Potsdam, has a full-time physician on staff as well as a psychiatrist, and several nurse practitioners.
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. These funds are placed in an Income Fund Reimbursable (IFR) account, from which all the operating expenses for the department are paid. These expenses include 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 subsidizes other benefits to the student body, such as the availability of a psychiatrist on staff and the Peer AIDS Education Group.

Planning Assumptions

- The estimated fringes for 2012-2013 is 51.68%.
- Student Health Services Fee will increase by approximately 3% per semester.
- The Health Center will expand hours to include 4 hours on Saturday and 4 hours on Sunday, provided that adequate staff can be hired.
- All other SHS program funding will remain the same.

### SUNY Potsdam

#### 2012-2013

<table>
<thead>
<tr>
<th>Income Fund Reimbursable (IFR)</th>
<th>Student Health Services</th>
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<tr>
<td><strong>Revenue:</strong></td>
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<tr>
<td>Student Health Fee</td>
<td>*$1,296,000</td>
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<td>Total Revenue*</td>
<td>$1,296,000</td>
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<tr>
<td><strong>Expenses:</strong></td>
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<tr>
<td>Personal Service Regular*</td>
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<tr>
<td>Temporary Service</td>
<td>*$12,000</td>
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<tr>
<td>OTPS</td>
<td>*$82,000</td>
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<tr>
<td>Total Expenses*</td>
<td>$844,500</td>
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</table>

### Area of Expense

<table>
<thead>
<tr>
<th>Area of Expense</th>
<th>2011-2012 Allocation</th>
<th>2011-2012 Allocation</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service Regular</td>
<td>$737,500</td>
<td>$737,500</td>
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<tr>
<td>Temporary Service</td>
<td>$5,000</td>
<td>$5,000</td>
<td>-$</td>
</tr>
<tr>
<td>Other than Personal Service</td>
<td>$102,000</td>
<td>$100,000</td>
<td>$2,000</td>
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<tr>
<td><strong>Total</strong></td>
<td>$844,500</td>
<td>$842,500</td>
<td>$2,000</td>
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</table>
STATE UNIVERSITY TUITION REIMBURSABLE ACCOUNT

- Overview
- Highlights
- Planning Assumptions
- Operating Budget
SUNY POTSDAM
2012-2013 State University Tuition Reimbursable Account (SUTRA)

Overview

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

- Summer Sessions
- Summer 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 & Experiential Education.

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

SUTRA Expenditures consist of directly related instructional expense, 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 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 2012-2013 SUTRA operating budget include the following:

• Summer Sessions revenues for 2012-13 will be approximately $1.45 million. The full impact of the $300 September 2011 tuition increase is not realized until Summer Session 2012.

Full-Time Equivalent (FTE) positions.

• Summer Sessions will continue to fund 4.11 positions 2.11 in Extended Education and 2.0 in Experiential Education

• Tuition revenues in 2011-12 & 2012-13 resulting from enrollments in excess of the college’s enrollment and financial plans will continue to be used to fund campus operations, and may pass temporarily through the SUTRA account during the year

Operating Budget

The total 2012-2013 SUTRA budget is projected at $1.45 million, essentially flat with 2011-2012.
POTSDAM COLLEGE
FOUNDATION OPERATING BUDGET

- Mission Statement
- Overview
- Assets
- Highlights
- PCF
  - Statement of Cashflows
  - Comparative Statements of Financial Position
  - Statement of Activities
  - Financial Report
  - Foundation Operating Budget
  - Board of Trustees
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 $31.1 million, an increase of $5 million from 2009-10.

Highlights

During the 2010-11 year the Foundation collected $3,076,976 in gifts to the college, an increase of over $600,000. Unrestricted gifts to the college totaled $1,052,131, an increase of $61,249.

The 23rd annual SUNY Potsdam Scholarship Golf Classic, held in September, raised over $93,000 towards scholarships for deserving undergraduate students.
### SUNY POTSDAM
#### 2012-2013 Campus Financial Plan
#### Potsdam College Foundation
#### Comparative Statements of Cash Flows

<table>
<thead>
<tr>
<th></th>
<th>6/30/12</th>
<th>6/30/11</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in Net Assets for the Year Indicated</td>
<td>$477,193</td>
<td>$5,040,035</td>
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<tr>
<td><strong>ADJUSTMENTS TO RECONCILE CHANGE IN NET</strong></td>
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</tr>
<tr>
<td>Assets to Net Cash Provided (Used) by Operating Activities</td>
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<td></td>
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<tr>
<td>Depreciation</td>
<td>$27,225</td>
<td>$28,909</td>
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<tr>
<td>Amortization of Bond Premiums</td>
<td>$48,032</td>
<td>$41,406</td>
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<tr>
<td>Net Unrealized (Gain) Loss on Investment Securities</td>
<td>$58,891</td>
<td>$(2,179,297)</td>
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<tr>
<td>Other than Temporary Loss on Investment</td>
<td>$(129,645)</td>
<td>$(1,500,304)</td>
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<tr>
<td>Net Realized Gain on Investment Securities</td>
<td>$1,044,371</td>
<td>$(1,051,833)</td>
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<td>Donation of Art Objects and Collections</td>
<td>$(975,845)</td>
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<tr>
<td>Accrued Interest</td>
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<td>$(13,483)</td>
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<td>Contributions Receivable</td>
<td>$(719,760)</td>
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<td>Miscellaneous Receivables</td>
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<td>Annuity Payment Liabilities</td>
<td>$2,107</td>
<td>$(11,360)</td>
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<td>Contributions Restricted for Permanent Investment</td>
<td>$(1,062,300)</td>
<td>$(1,500,304)</td>
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<td>Net Cash Provided (Used) by Operating Activities</td>
<td>$(1,224,941)</td>
<td>$(177,299)</td>
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<tr>
<td><strong>INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from Redemptions of Investments</td>
<td>$9,649,231</td>
<td>$6,519,555</td>
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<tr>
<td>Purchase of Investment Securities</td>
<td>$(9,337,721)</td>
<td>$(7,747,516)</td>
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<td>Loan Receivable-Potsdam College</td>
<td>$66,478</td>
<td>$66,478</td>
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<tr>
<td>Investment in Fixed Assets</td>
<td>$(47,242)</td>
<td>$(14,902)</td>
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<tr>
<td>Net Investing Activities</td>
<td>$330,746</td>
<td>$(1,176,385)</td>
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<tr>
<td><strong>FINANCING ACTIVITIES</strong></td>
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<tr>
<td>Contributions Restricted for Permanent Endowment</td>
<td>$1,062,300</td>
<td>$1,500,304</td>
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<tr>
<td><strong>NET INCREASE IN CASH AND CASH EQUIVALENTS</strong></td>
<td>$168,105</td>
<td>$146,620</td>
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<tr>
<td><strong>CASH AND CASH EQUIVALENTS - Beginning of Year</strong></td>
<td>$1,705,037</td>
<td>$1,558,417</td>
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<tr>
<td><strong>CASH AND CASH EQUIVALENTS - END OF YEAR</strong></td>
<td>$1,873,142</td>
<td>$1,705,037</td>
</tr>
<tr>
<td>ASSETS</td>
<td>6/30/12</td>
<td>6/30/11</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$1,873,142</td>
<td>$1,705,037</td>
</tr>
<tr>
<td>Accrued Interest</td>
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<td>$44,793</td>
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<tr>
<td>Contributions Receivable (Net)</td>
<td>$1,652,962</td>
<td>$862,448</td>
</tr>
<tr>
<td>Loan Receivable</td>
<td>$66,478</td>
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<tr>
<td>Miscellaneous Receivables</td>
<td>$21,045</td>
<td>$22,500</td>
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<tr>
<td>Furniture and Equipment (Net)</td>
<td>$101,745</td>
<td>$81,728</td>
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<tr>
<td>Investments</td>
<td>$27,001,951</td>
<td>$27,430,019</td>
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<tr>
<td>Art Objects and Collections (acquired Since November 1, 1987)</td>
<td>$859,763</td>
<td>$859,763</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$31,618,544</strong></td>
<td><strong>$31,139,244</strong></td>
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</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
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<tbody>
<tr>
<td>LIABILITIES</td>
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<tr>
<td>Annuities Payable</td>
<td>$36,046</td>
<td>$33,939</td>
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<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>$5,260</td>
<td>$5,291</td>
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<tr>
<td>Board Designated</td>
<td>$6,306,777</td>
<td>$7,682,533</td>
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<tr>
<td>Total Unrestricted</td>
<td>$6,312,037</td>
<td>$7,687,824</td>
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</tbody>
</table>

| Temporarily Restricted                | $6,874,796| $6,104,763|
| Permanently Restricted                | $18,395,665| $17,312,718|

| Total Net Assets                      | $31,582,498| $31,105,305|

| **TOTAL**                             | **$31,618,544** | **$31,139,244** |
## Statement of Activities

**SUNY POTSDAM**  
2012-2013 Campus Financial Plan  
Potsdam College Foundation

### Annual Activity

<table>
<thead>
<tr>
<th>Description</th>
<th>7/1/11</th>
<th>7/1/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowed Principal Accounts</td>
<td>$16,775,974</td>
<td>$15,183,043</td>
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<tr>
<td>Endowed Income Accounts</td>
<td>$1,861,631</td>
<td>$1,535,058</td>
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<tr>
<td>Building Art Objects</td>
<td>$859,762</td>
<td>$859,762</td>
</tr>
<tr>
<td>Restricted and Custodial Accounts</td>
<td>$9,603,794</td>
<td>$8,662,560</td>
</tr>
<tr>
<td>Total Cash Holdings</td>
<td>$29,101,161</td>
<td>$26,240,423</td>
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<tr>
<td>Unrealized gains</td>
<td>$2,004,145</td>
<td><strong>(175,152)</strong></td>
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<tr>
<td><strong>Total Corporate Worth</strong></td>
<td><strong>$31,105,306</strong></td>
<td><strong>$26,065,271</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>7/1/2011-6/30/2012</th>
<th>7/1/2010-6/30/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custodial Receipts</td>
<td>$602,420</td>
<td>$599,555</td>
</tr>
<tr>
<td>Endowed Principal Gifts Received</td>
<td>$629,601</td>
<td>$1,005,754</td>
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<tr>
<td>Endowed Income Gifts Received</td>
<td>$276,808</td>
<td>$161,074</td>
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<tr>
<td>Unrestricted Gifts Received*</td>
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<td>$722,180</td>
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<tr>
<td>Restricted Gifts Received</td>
<td>$1,874,323</td>
<td>$1,793,647</td>
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<tr>
<td>Endowed Interest Earned</td>
<td>$1,092,916</td>
<td>$1,025,737</td>
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<tr>
<td>Endowed Interest Earned - 1% Fee for Capital Campaign</td>
<td>$174,531</td>
<td>$167,672</td>
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<tr>
<td>Non-Endowed Interest Earned</td>
<td>$325,757</td>
<td>$513,206</td>
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<tr>
<td><strong>Total Cash Receipts</strong></td>
<td><strong>$5,733,256</strong></td>
<td><strong>$5,988,825</strong></td>
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<td>Scholarships Payments</td>
<td><strong>(2,013,972)</strong></td>
<td><strong>(1,266,228)</strong></td>
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<td>Endowed, Restricted, Custodial Payments</td>
<td><strong>(1,937,701)</strong></td>
<td><strong>(1,584,221)</strong></td>
</tr>
<tr>
<td>Administration Payments</td>
<td><strong>(260,019)</strong></td>
<td><strong>(277,638)</strong></td>
</tr>
<tr>
<td><strong>Total Cash Expenditures</strong></td>
<td><strong>(4,211,692)</strong></td>
<td><strong>(3,128,087)</strong></td>
</tr>
<tr>
<td><strong>Total Change in Cash Position</strong></td>
<td><strong>$1,521,564</strong></td>
<td><strong>$2,860,738</strong></td>
</tr>
<tr>
<td><strong>Total Change in Non-Cash Position-(unrealized gain)</strong></td>
<td><strong>(1,044,371)</strong></td>
<td><strong>2,179,297</strong></td>
</tr>
<tr>
<td><strong>Total Change in Corporate Worth</strong></td>
<td><strong>$477,193</strong></td>
<td><strong>$5,040,035</strong></td>
</tr>
</tbody>
</table>

*Transferred to college, includes PACES gift of $425,000*

### Between The Lines

<table>
<thead>
<tr>
<th>Description</th>
<th>6/30/12</th>
<th>6/30/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Cash Position</td>
<td>$31,105,306</td>
<td>$27,539,768</td>
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<tr>
<td>Total Change in Cash Position</td>
<td>$1,521,564</td>
<td>$2,860,738</td>
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<tr>
<td><strong>Ending Cash Position</strong></td>
<td><strong>$32,626,870</strong></td>
<td><strong>$30,220,506</strong></td>
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<tr>
<td>Beginning Corporate Worth on 7/1/2010 and 2009</td>
<td>$31,105,306</td>
<td>$26,065,271</td>
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<tr>
<td>Total Change in Cash Position</td>
<td>$1,521,564</td>
<td>$2,860,738</td>
</tr>
<tr>
<td>Total Change in Non-Cash Position-(unrealized gain)</td>
<td><strong>(1,044,371)</strong></td>
<td><strong>2,179,297</strong></td>
</tr>
<tr>
<td><strong>Ending Corporate Worth</strong></td>
<td><strong>$31,582,499</strong></td>
<td><strong>$31,105,306</strong></td>
</tr>
</tbody>
</table>

**Transferred to College from Unrestricted Gifts Received**                  | $756,900    | $722,180 |
**Transferred to College from Non-Endowed Interest Earned**                 | $299,748    | $329,951 |
**Total Resources Transferred to College**                                  | **$1,056,648** | **$1,052,131** |
**Percentage of College Budget**                                            | 2.39%       |
**College Foundation Operating Budget**                                     | **(260,019)** | **(277,638)** |
**Scholarship Payments**                                                    | $-          | $1,411,702 |
**Total Expenditures Associated with Resources Transferred to College**    | **(260,019)** | **(1,689,340)** |
**Gap Between Resources Transferred and Spending Decisions**               | $796,629    | $637,209 |

*Transferred to college, includes PACES gift of $425,000*

**Scholarships as a percentage of Tuition**                                 | 11.20%      |
Winton Marsha-lis performs with a SUNY Potsdam student quartet in December, 2010, at a ceremony where he was awarded an honorary doctor of music degree.
## SUNY POTSDAM

### 2012-2013 Campus Financial Plan

Potsdam College Foundation

Notes for Financial Reports

<table>
<thead>
<tr>
<th></th>
<th>6/30/12</th>
<th>6/30/11</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets</strong></td>
<td>$31,618,544</td>
<td>$31,129,244</td>
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<tr>
<td><strong>Revenues</strong></td>
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</tr>
<tr>
<td>Contributions</td>
<td>$3,537,632</td>
<td>$3,679,551</td>
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<tr>
<td>Misc Income</td>
<td>$602,420</td>
<td>$599,555</td>
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<tr>
<td>Investment Income</td>
<td>$548,833</td>
<td>$3,886,267</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$4,688,885</td>
<td>$8,165,373</td>
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<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholarships &amp; Grants</td>
<td>$3,824,040</td>
<td>$2,703,084</td>
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<tr>
<td>Administration</td>
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<td>$422,254</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$4,211,692</td>
<td>$3,125,338</td>
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<tr>
<td><strong>Change in Net Assets</strong></td>
<td>$477,193</td>
<td>$5,040,035</td>
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<tr>
<td><strong>Endowment Market Value</strong></td>
<td>$18,536,119</td>
<td>$18,811,626</td>
</tr>
<tr>
<td>Scholarships</td>
<td>$2,013,972</td>
<td>$1,266,228</td>
</tr>
<tr>
<td>Grants</td>
<td>$1,810,028</td>
<td>$1,436,856</td>
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<tr>
<td><strong>Total</strong></td>
<td>$3,824,000</td>
<td>$2,703,084</td>
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<tr>
<td>Scholarships</td>
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<tr>
<td>Endowment and Restricted Funds</td>
<td>$669,646</td>
<td>$605,148</td>
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<tr>
<td>Growth Funds</td>
<td>$1,344,326</td>
<td>$661,080</td>
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<tr>
<td><strong>Total Scholarships</strong></td>
<td>$2,013,972</td>
<td>$1,266,228</td>
</tr>
</tbody>
</table>

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SUNY Potsdam gives back to the community.
President Schwaller presents a gift to Canton Potsdam CEO David Acker, and CPH Board Chair, Dr. Margaret Madden.
<table>
<thead>
<tr>
<th>Item</th>
<th>2012-2013</th>
<th>2011-2012</th>
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</thead>
<tbody>
<tr>
<td>Audit and Legal</td>
<td>$12,500</td>
<td>$12,284</td>
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<tr>
<td>Bank Fees</td>
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<td>Insurance</td>
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<td>Salaries and Benefits</td>
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<td>Vehicle Expenses</td>
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<tr>
<td>Other</td>
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<td><strong>Total Foundation Budget</strong></td>
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<td><strong>$119,531</strong></td>
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<td>Capital Campaign Expenses</td>
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<td>$127,633</td>
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<tr>
<td><strong>Advancement Budgets</strong></td>
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<tr>
<td>Alumni Association</td>
<td>$8,451</td>
<td>$15,451</td>
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<tr>
<td>Gift Planning</td>
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<td>Crane Alumni Association</td>
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<tr>
<td>Education Alumni Board</td>
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<tr>
<td>Public Affairs</td>
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<tr>
<td>Publications</td>
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<td>$36,000</td>
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<tr>
<td>Major Gifts</td>
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<td>$39,885</td>
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<tr>
<td>Annual Fund</td>
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<tr>
<td>Alumni Office</td>
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<tr>
<td>Public Affairs</td>
<td>$4,000</td>
<td>$4,000</td>
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<tr>
<td>Information Services</td>
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<td>$4,000</td>
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<tr>
<td><strong>Total Advancement Budgets</strong></td>
<td><strong>$103,049</strong></td>
<td><strong>$113,999</strong></td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>$397,549</strong></td>
<td><strong>$361,163</strong></td>
</tr>
</tbody>
</table>
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.

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 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, Global Pharmaceutical and Markets Leader and Key Accounts Principal with Ernst & Young’s Business Advisory Services, Malvern, PA

Dr. Mary Helander, ’83, Research Specialist, 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 F. Schwaller, President, SUNY Potsdam

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

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

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

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

- Overview
- Highlights
- Planning Assumptions
- Operating Budget
SUNY College at Potsdam
Organizational Chart

January 1, 2012

Prepared by Human Resources
http://www.potsdam.edu/offices/hr/index.cfm

President
When on the Human Resources webpage,

click on Organizational Chart tab below for the most update version of the Organizational Chart for the College.

Office of Human Resources
- Affirmative Action
- Employment
- Student Employment
- Information for New Employees
- Attendance & Leave
- Items
- Benefits
- Policies and Procedures
- Salaries
- Organizational Chart
- Faculty Handbook
- Academic Calendar
- Research Foundation
- Workforce Solutions
- Contact Us

Select an option below:
Organizational Chart

Home > Offices > Office of Human Resources > Organizational Chart
- SUNY Potsdam Organizational Charts - Spring 2013
- The Research Foundation of SUNY - Spring 2013

2/21/12
SUMY Potsdam's Campus Resources Report

SUMY Potsdam's Campus Resources Report provides faculty, staff, and students online access to the college's operating budget. Campus resources can be queried by fiscal year, division, department, fund type, or specific account. To access the report login to BearPAWS http://bearpaws.potsdam.edu and click "Campus Resources Report/Excel Download" which is under both the "Faculty Services" and "Student & Financial Aid" main menus. Follow the instructions on the screen.

This report displays SUMY Potsdam campus resources. The data contained within was captured directly from SUMY Finance as of the date listed next to the fiscal year selected. This data is being provided for informational purposes only and the college reserves the right to make corrections. If you have any questions or concerns regarding this information, please contact SUMY Potsdam's Director of Budget (315) 267-3104 email: denacs@potsdam.edu

First Screen:

User Login

Enter your Campus Computer Account (CCA) username and password and then click the Login button.

Your CCA username is your Potsdam email address without the @potsdam.edu (e.g. doejm192 for students, doejm for faculty). Your CCA password is your Potsdam email password.

Note: CCA usernames and passwords are case sensitive.

When you are finished, be sure to EXIT AND CLOSE THE BROWSER or someone else may be able to get to your records.

If you are accessing this site with a Guest Access account, click Guest Access.

username: denacs
password: 

Click Here to Login

Second Screen
APPENDIX 2

BearPAWS - Web Access to Potsdam Records

Faculty Services

Student Services & Financial Aid

Admin & Staff Reports

College Life & Auxiliary Services

Personal Information

New Student Services

BearPAWS for Guests

Main Menu

Top of Form

Search

RETURN TO MENU | SITE MAP | HELP | EXIT

Faculty Services

Term Selection

CRN Selection

Faculty Detail Schedule

Week at a Glance

Detail Class List

Summary Class List

Class List/Excel Download

Academic Intervention Request

Early Alerts

Final Grades

Advisee Page

BearDeN - Degree Navigator

Class Search

Course Catalog

Room Usage

Blackboard Course Shell Request

Campus Resources Report/Excel Download