2017-18 Budget Presentation
Enrollment Management
& Student Affairs

March 30, 2017
Dr. Kathryn Wilson, Vice President
1. Executive Summary
Executive Summary

• Budget Highlights:
  o Total budget amount (percent change)
    • EMSA all funds - $15,798,466
    • -0.58% reduction
  o Assumptions underlying the budget (e.g., enrollment projections) – see following slide
Undergraduate FR and TR Enrolled 2014-2017

<table>
<thead>
<tr>
<th></th>
<th>Fall 2014 (Actual)</th>
<th>Fall 2015 (Actual)</th>
<th>Fall 2016 (Actual)</th>
<th>Fall 2017 (Projected)</th>
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</thead>
<tbody>
<tr>
<td>Freshmen</td>
<td>1090</td>
<td>1151</td>
<td>1209</td>
<td>1200</td>
</tr>
<tr>
<td>Transfer</td>
<td>1012</td>
<td>1007</td>
<td>935</td>
<td>950</td>
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<tr>
<td>Total UG</td>
<td><strong>2102</strong></td>
<td><strong>2158</strong></td>
<td><strong>2144</strong></td>
<td><strong>2150</strong></td>
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</table>
Executive Summary

- Budget Highlights cont.:
  - Management of budget cuts/reductions (e.g., 4% OTPS/S&E All Funds Permanent)
  - State Purpose reduction - $172k

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
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<tbody>
<tr>
<td>7,000.00</td>
<td>Advisement</td>
</tr>
<tr>
<td>26,000.00</td>
<td>Student Union</td>
</tr>
<tr>
<td>25,000.00</td>
<td>Career Services</td>
</tr>
<tr>
<td>1,000.00</td>
<td>Alumni Placement</td>
</tr>
<tr>
<td>5,000.00</td>
<td>Tech Fee Job Shop</td>
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<tr>
<td>1,000.00</td>
<td>EOP</td>
</tr>
<tr>
<td>12,000.00</td>
<td>Financial Aid</td>
</tr>
<tr>
<td>15,000.00</td>
<td>Women's Center</td>
</tr>
<tr>
<td>18,000.00</td>
<td>Athletics</td>
</tr>
<tr>
<td>10,869.00</td>
<td>Leadership/Community Development</td>
</tr>
<tr>
<td>8,500.00</td>
<td>Registration/Records</td>
</tr>
<tr>
<td>20,000.00</td>
<td>Living Learning Communities - moved to DIFR</td>
</tr>
<tr>
<td>12,000.00</td>
<td>Student Conduct - moved to DIFR</td>
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<tr>
<td>10,300.00</td>
<td>Student Retention</td>
</tr>
<tr>
<td>500.00</td>
<td>Title IV - veteran support</td>
</tr>
<tr>
<td>172,169.00</td>
<td>Total SP cuts</td>
</tr>
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Executive Summary

• Budget Highlights cont.:
  o List of all major spending allocations (e.g., personnel, capital costs, equipment)
    • PSR - $10,316,149 or 65% of allocation
    • OTPS - $3,780,900, 24%
    • TS - $1,701,417, 11%
  o Fee increases, if applicable
    • $2 increase – Health
    • $25 increase - Athletics
  o Surplus/deficits, if expected
    • 15-16 surplus, $279,762
    • Ongoing Deficits in Health & Counseling and Intercollegiate Athletics
Executive Summary cont.

• Issues:
  o Critical Divisional Needs
    • Investment and maintenance of operations in recruitment and retention is critical to the College’s financial health
    • Priority Needs Funding for Admissions, Extraordinary Scholarships & the SERC must continue
    • Investment in Police Dispatch positions to reduce personnel costs and overtime
    • Investment in Financial Aid and Multi-cultural positions
    • Reconsider current assessment level of overhead and fringe benefit costs for Health & Counseling, Rec Services and Intercollegiate Athletics
Executive Summary cont.

• BRC Action Requests:
  o Recommend support of fee increase:
    • CTC - $2.00
    • Health & Counseling - $2.00
    • Athletics - $25.00
  o Review overhead and fringe benefit costs for Health & Counseling, Rec Services and Intercollegiate Athletics
2. 2017-2018 Priorities
2017-18 PRIORITIES

• **Areas of Strategic Investment:**
  
  o **SUNY Performance Improvement Plan (PIP)**
    
    • Undergraduate Recruitment and Enrollment
    • Undergraduate Retention
      
      o Policy & Practice
      
      o Academic Advising
      
      o Academic Success Center
      
      o Degree Works, Starfish
      
      o Financial Literacy Education
    
    • Equity, Diversity, Inclusion
2017-18 PRIORITIES

• Areas of Strategic Investment:
  o Applied/Engaged Learning
    • Living Learning Communities
    • Leadership Development Program
    • Career Preparedness
      o Internships
      o Student Employment
    • Civic Learning & Democratic Engagement
2017-18 PRIORITIES

• Areas of Investment:
  o Healthy Campus
    • End Sexual Violence
    • Equity, Diversity, Inclusion
    • Wellness, Fitness, Athletics & Club Sport Programs
    • Stretch Counseling
    • Student Activities Programming
    • Compliance
    • Emergency Planning
2017-18 PRIORITIES

• Areas of Investment:
  o Quality of Place
    • Academic Success Center & Brown Remodel
    • RLLC Master Plan
      o Plateau Res Hall
      o Begin Renovation Planning for Mid-quad
    • Hazen Waiting Room Integration
    • Tuttle Planning
    • Seymour Planning
2017-2018 Priorities

• **Assessment:**
  
  ◦ Use of Assessment Data to Inform Resource Allocation
    
    • Admissions B.I. dashboards
    • Retention B.I. dashboards
    • Mid-year residential life survey
    • Competency-based student employee evaluations
    • SUNY Performance Improvement Plan (PIP)
    • SOS & NSSE
    • Developmental rubrics and satisfaction surveys for LDP
2017-2018 Priorities

• Assessment cont.:
  o Use of Assessment Data to Inform Resource Allocation
    • End of season surveys for intercollegiate athletics
    • Rubrics used for student employment evaluation
    • Key Performance Indicators – crime statistics, usage data, occupancy data, participation in activities
    • Benchmark data found in operational comparisons and consortium surveys – student activities, recreation, career, counseling, health…and much, much more

SUPPLEMENTAL MATERIALS
2015-16 EMSA Briefing Book

EMSA Assessment Team & Divisional Annual Reports
https://www.brockport.edu/support/enrollment_management/assessment/reports.html
2017-2018 Priorities

• Align Division and Depts. with 2017-2022 Strategic Plan
  o Currently updating EMSA Division Mission, Goals and Priorities to align with new strategic plan
  o Alignment will occur with the following Measures of Success:
    • Goal 1: Great College at which to Learn
      o 1.1, 1.5, 1.7, 1.8, 1.10
    • Goal 2: College Purposely Engaged with it’s Communities
      o 2.1, 2.6, 2.8
    • Goal 3: Sustainable Institution for the 21st Century
      o 3.1, 3.2, 3.4, 3.5
    • Goal 4: Great College at which to Work
      o 4.2, 4.3, 4.8, 4.9
3. Use of Resources
# Use of Resources

**• Staff FTE**

- 2010-11 to 2016-17

<table>
<thead>
<tr>
<th></th>
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<tr>
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<td>STATE</td>
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<td>109.70</td>
<td>118.70</td>
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<tr>
<td>DIFR</td>
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<td>26.00</td>
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<td>26.00</td>
<td>26.00</td>
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<tr>
<td>IFR</td>
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<td>3.50</td>
<td>3.50</td>
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<td>3.50</td>
<td><em>5.50</em></td>
<td>2.00</td>
<td><strong>0</strong></td>
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<tr>
<td>TOTAL</td>
<td>162.55</td>
<td>159.05</td>
<td>172.08</td>
<td>172.96</td>
<td>173.33</td>
<td>170.35</td>
<td>172.55</td>
<td>13.50</td>
<td>18.30</td>
</tr>
</tbody>
</table>

*1 EOP Advisor (perm) & 2 Retention Specialists/Academic Advisors (temp) funded by the SUNY Expanded Investment & Performance Fund.*
Use of Resources

• Staff FTE cont.
  o Future Needs – hiring plans for 2017-18
    • University Police Dispatchers
    • Replace 1st Year Coordinator, Academic Progress Compliance Officer, Assistant Athletic Director, Assistant Director of Res Life

• Use of Priority Funds
  o Permanent - $0
  o Temporary
    • Enrollment/Recruitment Initiatives – $263,100
      o Approved through 2017-2018
      o Downstate Recruiters and location stipends
      o NYS name buys, viewbooks, postcards and mailings
      o Travel costs, college fair registrations
    • Extraordinary Scholarship Program – $1,655,200
    • SERC Operating Costs – $285,000
Use of Resources

• State Balance Rollover – June 30, 2016 = $279,762
• Divisional re-deployment: (approximately $120,000)
  • University Police (in collaboration with U.P. budget)
    • New Firearms, Firearms Training, New Vests
    • Officer Training Academy
  • Emergency Management
    • Training on L.I. for employees central to the E.O.C.
    • Laptop Computers and Charging Cart for E.O.C.
  • Title IX
    • Investigator Training for multiple employees
    • ‘Think About It’ Compliance and Educational Modules
  • Community Development
    • Registration and Full Travel Costs for 2 employees to accept national award and present on the Saturday of Service program
  • Intercollegiate Athletics
    • Collaborate on Mini-bus to decrease costs on using rental Coach buses
    • Commercial Dryer
Use of Resources

• Highlights of EMSA Resource Redeployment since 2010
  o Increase in DIFR contribution to Extraordinary Scholarship Program to fund a portion of the Honors Scholarship Program ($1,300,000 total).
  o Decreased Intercollegiate Athletics sport team sizes, travel expenses for competitions, number of competitions and number of assistant coaches.
  o Invested significantly in meeting compliance requirements to end sexual violence, ie, Title IX, VAWA, and Enough is Enough. ($50,000)
  o DIFR fully funds the staff of Student Conduct Program.
  o Student health fee funding for late night programming.
  o DIFR funds graduate assistant for Leadership Development Program.
  o Added new student fees – SERC/Rec, Career, Transfer Orientation.
  o Increased student fees – Athletics, Health, Orientation.
  o Position Management
Use of Resources

• 2016-17 Redeployment of Human Resources
  o Assistant University Police Chief position repurposed for University Emergency Manager
  o Director of Retention position repurposed for Director of Academic Success Center
  o Director of Advising/Transition Services now Director of Retention and Advising
  o Current Academic Advising Staff redeployed
    o to Admissions (transcript evaluation) and
    o to the Academic Success Center (academic advising and retention interventions).
  o Shared Psychiatric Nurse Practitioner with Geneseo.
  o Shared position between health promotions and counseling.
  o Moved Admissions support staff to Career Services.
  o Rec absorbed Union G.A.
Use of Resources

• 2016-17 Redeployment of Financial Resources
  o Grant Funding of $600,000 for Academic Success Center.
  o OTPS Reduction ($172,000)
    • Reduce Graduate Assistant Opportunities.
    • Eliminate late night programming funding.
    • Curtail travel even more to only fund essential training.
    • Reallocate resources between State and IFR accounts.
  o Career Services Fee
  o Increases in venue rental fees to outside groups and more strategic efforts to recruit new business
4. Other Budget or Resource Information
Other Budget or Resource Information

• Cross-divisional projects
  o Academic Success Center
  o Applied/Engaged Learning Strategic Initiative & Specific Programs
    • Counseling & Counselor Education
    • Athletics & KSSPE
    • Campus Recreation & Recreation and Leisure
    • Graduate Assistants & interns from over 20 academic majors
    • Living Learning Communities
  o Faculty-In-Residence
  o Leadership Development Program
  o RAVE – emergency notification system
  o Accommodations for students in their academic course work
  o DIFR funding for Administration & Finance
  o Dashboards and Assessment
  o Title IX Compliance
  o Emergency Management
Other Budget or Resource Information

- Critical Maintenance and or Capital Plans
  - Academic Success Center & Brown Remodel – Spring 2017
  - RLLC Master Plan
    - Plateau Res Hall – New Build Begins May 2017 to provide on-going swing space for long-term renovations
    - Begin Renovation Planning for Mid-quad
  - Hazen Waiting Room Integration renovation – Summer 2017
  - Tuttle Planning for phased renovation
  - Seymour Planning for Phase 1 renovation – specifically Ballroom
Thank You...

Questions?