Division of Finance and Administration
2015-16 Planning and Budget Priorities

Budget and Resource Committee
April 9, 2015
Outline:

1. Division of Administration and Finance Overview (structure, staffing, strategic plan priorities)

2. 2015-16 Divisional Priorities (including investment priorities)

3. Use of Resources (Staff FTE, Priority Need Funding, State Rollover Balance)

4. Divisional/Area Re-Deployment of Existing Resources
Division of Administration and Finance

Workforce

(Staffing Levels)

- Facilities and Planning, 190.25 FTE (81%)
- Finance and Management, 27 FTE (12%)
- Human Resources, 15 FTE (6%)
- VP's Office, 2.25 FTE (1%)
# Division of Administration and Finance Workforce  
(Staffing Profile)

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>FTE</th>
<th>Amount</th>
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<tbody>
<tr>
<td>State</td>
<td>148.5</td>
<td>$6,582,268</td>
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<tr>
<td>DIFR</td>
<td>69</td>
<td>$3,033,325</td>
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<tr>
<td>IFR</td>
<td>8.5</td>
<td>$364,399</td>
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<td>U-wide</td>
<td>3</td>
<td>$116,445</td>
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<tr>
<td>RF</td>
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<td>$148,157</td>
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<td><strong>TOTAL</strong></td>
<td>234</td>
<td><strong>$10,244,733</strong></td>
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<table>
<thead>
<tr>
<th>Category</th>
<th>FTE</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>MC Management</td>
<td>4</td>
<td>1.7%</td>
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<tr>
<td>Professional Staff (UUP and MC)</td>
<td>40</td>
<td>17.1%</td>
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<tr>
<td>Administrative Support (CSEA)</td>
<td>26</td>
<td>11.1%</td>
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<td>Operational Support (CSEA)</td>
<td>160</td>
<td>68.4%</td>
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<tr>
<td>RF</td>
<td>3</td>
<td>1.3%</td>
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</table>
Faculty (342 FTE, 35%)  

Staff (633.8 FTE, 65%)  

Administration and Finance  
% Total Campus FTE: 25%  
% Total Campus Payroll: 15%
The College at Brockport
2011 - 2016 Strategic Plan

Learning Environment and Quality of Place

- Effective Use and Development of College Resources
- Stewardship and Development of the College’s Physical Assets
- Risk Management and Compliance
- Quality of Service
Divisional Priorities (2015-16 Areas Strategic Focus)

Effective Use and Development of Campus Resources:

1. Financial Sustainability (ongoing)
   • Integrate academic planning and enrollment management with the budget planning/revenue allocation and assessment
   • Design and implement a budget model and resource allocation process that provides incentives and is based on assessment and advances institutional plans

➢ 2015-16 Investment Priorities

1. Campus-wide salary obligations ($1,100,000/annually)
2. Continued funding of temporary priority needs ($808,200/annually)
   — Metro Center ongoing operating costs ($323,000)
   — SERC ongoing operating costs ($825,000)
   — LAB ongoing operating costs ($100,000)
   — Campus events coordination ($100,000)
Divisional Priorities (2015-16 Areas Strategic Focus)

Effective Use and Development of Campus Resources, cont.: 

2. Operational Efficiencies
   • Advance [WNY Procurement Optimization Project](#) to contract and implementation; milestones:
     - WNY Procurement Officers charged (10/2013)
     - Business case completed (6/2014)
     - RFP developed (fall 2015)
     - Vendor demonstrations (March 2015)
     - Preferred vendor identified (April 10, 2015)
     - WNY VP review (April 17, 2015)
     - Campus no-go-no decision (May/June 2015)

- [2015-16 Investment Priority](#) ($75,000/annually, divisionally funded)
  - Return on Investment
    » Increased P-card rebate ($30 – 40,000/annually)
    » Strategic sourcing savings (>385,000), 5-15% of addressable spend
    » Significant operational efficiencies (increased capacity) across the campus
Divisional Priorities (2015-16 Areas Strategic Focus)

Effective Use and Development of Campus Resources, cont.: 

3. Human Resource Transformation (Campus climate and the College’s workforce)
   • Restructure roles and responsibilities within HR, streamline processes and automate functions to reduce transactional demand and greater capacity within HR and across the campus
     – Reorganization underway (vacant lines being filled)
     – Address compliance training issues (e.g. Sexual Harassment Prevention, Workplace Violence, Ethics, Right to Know, Alcohol and Controlled Substances, etc., etc.)
     – Streamlined faculty and staff recruitment process (near completion)
     – Faculty/Staff recruitment process changes (near completion)
     – Revise current salary increase/promotion policies and procedures (underway)
     – Performance management criteria and process changes (underway)

➢ 2015-16 Investment Priority – Applicant tracking system ($40,000 one-time, $20,000 annually – divisionally funded)
Divisional Priorities (2015-16 Areas Strategic Focus)

Effective Use and Development of Campus Resources, cont:

2. Operational Efficiencies, cont.,
   • Event Management System (comprehensive room scheduling and event management):
     – Full implementation Fall 2015
     – Eliminates multiple (50+) scheduling calendars
     – Improved facilities management
     – Significant operational efficiencies (scheduling, event planning, etc.)
     – Increased conference and events activity (revenue)

➢ 2015-16 Investment Priority ($130,000 start-up, $10,000 ongoing plus additional staffing)
   » Initiative forward-funded by BASC
   » Sustainable financial model underdevelopment (implementation costs, ongoing infrastructure)
Divisional Priorities (2015-16 Areas Strategic Focus)

Stewardship and Development of our Physical Assets:

1. Implementation of the College’s Facilities Master Plan and capital program (ongoing)
   - North Campus Utilities and Landscaping Project ($15.8M)
     - Construction starts (5/16), completed (9/18)
     - North Campus Committee design charrette (3/27, 10-30-11:30 Seymour)
   - Academic Success Center ($8.5M) Full implementation Fall 2015
     - Construction starts (5/16), completed (8/17)

2. Community/Campus Development
   - Engagement of the College’s host communities
   - StartUP-NY
     - Develop off-campus opportunities (100,000 square feet, COMIDA MOU)
   - Amend campus plan
   - Develop strategy to facilitate development of campus land
   - Heritage Square opportunities
Divisional Priorities (2015-16 Areas Strategic Focus)

Stewardship and Development of our Physical Assets, cont.:

3. Executive Order 88:
   • State Entities shall collectively reduce the average EUI in State-owned and managed buildings by at least 20% from a baseline “target”
   • Chancellor Zimpher has set a SUNY system-wide target of 30%
   • The Colleges EO-88 Plan has been completed
     ➢ Future Investment Priority ($190,000)
       » Computerized Maintenance Management System (mandated)
Divisional Priorities (2015-16 Areas Strategic Focus)

Risk Management and Compliance:

1. Address ongoing and emerging compliance and risk management requirements, e.g.:
   - Facilities and EHS -- (> 70 reporting and training requirements, mandates and audit findings including
   - Procurement -- MWBE requirements, Project Sunlight
   - Human Resources -- JCOPE, 27 hr student employment rule, mandated training, campus affirmative action plan

2. Establish campus-wide Institutional Risk Management and Compliance Coordinating Committee to address and monitor ongoing/emerging compliance requirements and comply with emerging System-admin requirements.
Use of Resources

Staff FTE Changes

• 2008-09 (248.10) to 2014-15 (234.20); 11.9 FTE decrease
  o Facilities & Planning – 7.55 decrease
  o Finance & Management - 5.75 decrease
  o Parking Services – + 0.4 increase

• 2013-14 Changes
  o Facilities -- 9 FTE increase
    • CSEA Clearer temp positions made permanent (3)
    • Parking and Transportation (5)
  o Vice President – 6 FTE decrease
    • Parking and Transportation (6)

2015-16 Hiring Plans

• No new positions
• Fill vacancies (3) in Human Resources
• Fill Assistant Director position in EH&S
Use of Resources

State Balance Rollover

– June 30, 2014  $129,185

Divisional/Area Re-Deployment of Existing Resources

– Position Management
  • Opportunities for reconfiguring roles, organizational structure (e.g. consolidation of EH&S, Parking and Transportation, and Telecommunications into Facilities and Planning), etc.
  • Many positions refilled on a temporary basis
  • Staff salary savings > $400,000 (2013-14, 2014-15)

– Prioritization of Staff/OTPS to divisional strategic priorities
  • HR Transformation
  • Strategic Sourcing/e-Procurement Initiative
  • StartUP-NY
  • Event Management System
  • EO-88

– Divisional Strategy
Questions?
Optimizing SUNY Procurement:

Context:

• Current processes (structures, systems, process, and policies) for the procurement of goods in the SUNY System are rooted in 20th century practices and reflect an excessive total cost of ownership ($$$) of procured goods when compared to best practices.

• SUNY’s Shared Service Initiative (2012/13) prioritized Strategic Sourcing and Procurement Processing as two top opportunities to advance shared services across the system.

• Significant savings may be realized through a strategic transformation of SUNY’s procurement activities through reengineering current structures, systems, & processes.

• A number of impediments exist for moving these initiatives forward:
  • Lack of clarity around scope
  • Absence of sound business plan for all operational/financial aspects
  • Governance (decision making) and organizational culture
  • Prioritization against competing SUNY initiatives.
Western New York – eProcurement Optimization Initiative

Project Team:
- Alfred State
- Alfred University
- College at Brockport
- Buffalo State
- Erie Community College
- Monroe Community College
- SUNY Fredonia
- SUNY Fredonia
- SUNY Geneseo
- University at Buffalo
- Stony Brook University
- SUNY System Administration
- Research Foundation
- Niagara Community College

Project Goal:
1. Develop the solution and business case for optimizing procurement (all funds) through process standardization and improved utilization of technology (e-procurement)
2. Inform system-wide decisions to proceed with Shared Service – Strategic Sourcing Initiative

Project Management: The Center for Industrial Effectiveness (TCIE)
- Weekly meetings since mid-October (2013)
- Disciplined data-driven Six Sigma approach
- Assist w/ data collection, analysis, and translation
- Asses gaps and identify areas for improvement
Western New York – eProcurement Optimization Initiative

An e-Procurement System will create time efficiencies via reduced transactional time & effort

- Reduction in the time to make a purchase at a departmental level
- Reduction in the time to submit a purchase at the Procurement & Payment Office

An e-Procurement System will allow for a better quality of work life

- Freed up time and effort will allow departments to focus on other priorities
- Freed up time will allow Procurement & Payment staff to move away from transactional work and focus on strategic areas: Strategic Sourcing, Shared Services, MWBE compliance, NYS/SUNY Mandates.

The eProcurement system will assist in the reduction of rogue spend, maximize the departmental budgets by ensuring the lowest cost spend.
Division of Administration and Finance Strategy:

Enhance Organizational Capacity and Effectiveness

- Respect the skills, knowledge and abilities of College staff by engaging existing campus stakeholders, committees, and initiatives in an integrated/collaborative process
- Address issues at their root cause (structures, systems, processes, and policies)
- Make decisions participatory and transparent, and informed by data
- Leverage/engage external opportunities (SUNY Excels, Shared Services, Start-Up NY, Open SUNY, etc.)
- Understand, acknowledge, and address behaviors and obstacles

Diagram:

- Structures
- Systems
- People
- Processes
- Policies
Divisional Faculty and Staff
State Operating Budget

- **Academic Affairs**: 35.1% (174.82 FTE)
- **EMSA**: 27.9% (118.7 FTE)
- **Admin & Finance**: 25.8% (143.25 FTE)
- **Advancement**: 6% (23 FTE)
- **Communication**: 3.7% (15.5 FTE)
- **President's Office**: 1.5% (3.5 FTE)

Total Budget:
- **$25,144,400** (50.4%) (329 FTE)
- **$24,792,433** (49.6%) (479 FTE)