Consolidated Budget Book

STATE UNIVERSITY OF NEW YORK AT CANTON

2013 - 2014
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CONSOLIDATED BUDGET BOOK

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Message from President Joseph C. Hoffman

This consolidated budget book reflects the efforts of many people across our campus to ensure transparency in our finances and budget. In this report, you will find information about how SUNY Canton and its programs are funded, as well as where these funds go. As always, it is our goal to provide our students with a high-quality and accessible education. We are committed to remaining affordable for students from any economic background, while providing the essential training that allows them to get ahead in the future.

These goals are both lofty and expensive, but also achievable. By working to increase operational effectiveness and improve efficiency, SUNY Canton is able to reach those goals even as State funding across the SUNY system remains flat. Despite no change in State aid, students’ tuition dollars - which increase reasonably through the rational tuition plan in place since 2012 - go further.

Part of the reason SUNY Canton has continued to thrive despite the difficult economy is the increase in enrollment and the expansion of SUNY Canton Online. These increases in the number of students we serve also created some shortfalls in faculty and support staff. The college is catching up: in the last year, we have brought in at least 9 new full-time tenure-track faculty in 8 different fields, as well as more than 20 permanent staff in support offices across campus.

As we work to “right-size” the campus, we are also looking to ensure that all of our certificate, two-year, and four-year programs are adequately enrolled with academically-prepared students set to succeed while at SUNY Canton and after they graduate. On a financial level, this means that we maintain the enrollment to sustain our budgetary needs. More importantly, however, we seek to optimize our enrollment to ensure ample student, faculty, and support staff services, superior instruction, and the opportunity for all to succeed.

This year has also seen the benefits of shared services with SUNY Potsdam. While it has been a bumpy road, both campuses are on the same page in terms of the positions and services that may be shared, as well as those that are off the table. This agreement was institutionalized in the Memorandum of Understanding (MOU) signed by myself and SUNY Potsdam Interim President Dennis L. Hefner in July 2013. The MOU defines shared services, shared purchasing, and shared academic programs. It also outlines the process and prospects for future shared services and provides a framework for assessment. If these shared services are not meeting their goals - creating efficiencies and improving services - they can be revisited. The bottom line is this: SUNY Canton will retain its unique identity, maintain its core mission, and have its own president. After the ups and downs of the past few years, these reassurances restore the optimism that this college has long thrived upon.

I would be remiss if I did not take this opportunity to thank Dr. Carli Schiffner for her service to SUNY Canton. Particularly during this last year, Carli courageously took the reins of leadership during a time of great uncertainty and transition and tirelessly advocated for this college. I - and we - wish her all the best in her new endeavors.

I wish to express my appreciation to all of you for your hard work and commitment to SUNY Canton. The future for this campus looks bright due to your dedication and diligence.

Best Regards,

Joseph C. Hoffman
Acting President

Mission Statement

SUNY Canton is dedicated to providing a progression of accessible, affordable, high-quality applied programs that enable students in the North Country, New York State, and beyond to achieve their highest potential both personally and professionally.

Values Statement/Distinctive Identity

We Value...

A Student-Centered Philosophy...by keeping students’ best interests at the center of everything that we do.

Excellence...by challenging everyone to perform at a consistently high level through continuous quality improvement.

Integrity...by treating others with honesty and respect during every interaction.

Success...by creating an environment that encourages maximum personal and professional growth and helps students translate that growth into meaningful action.

Diversity...by fostering a culture of inclusiveness that values individual differences, gives voice to all in the campus community, promotes the free exchange of ideas based on merit and encourages a global perspective.

Access...by offering affordable career-oriented public higher education to motivated, mature and disciplined students through innovative delivery methods.

Sustainability...by implementing viable long-term options for resource usage, disaster management, transportation, and waste management in connection with all campus activities and weaving sustainability concepts through the curriculum.

Flexibility...by embracing change to better address the needs of the college community and society at large.

SUNY Canton recognized nearly 1,000 students at its 105th Commencement Ceremony held on May 18, 2013 in the Convocation, Athletic and Recreation Center, nicknamed Roos House.
The SUNY Canton Residence Hall program attempts to develop an atmosphere in which students grow personally, socially, emotionally, culturally, and academically.

Planning Assumptions

- State-Operated All Funds Financial Plan will be based on an enrollment target of 3,650 headcount/2,500 FTE.
- A $300 tuition increase will be calculated into revenue projections with the commensurate TAP credit associated with it.
- Campus utility accounts will be increased by $82,000 due to the opening of the CREST building.
- No restraint will be administered to President's Cabinet constituents unless circumstances change dramatically in the current year.
- No layoffs.
- DIFR and IFR budgets will fluctuate within permissible parameters in conjunction with planned fee increases.
- College Association budgets will fluctuate in conjunction with planned fee increases.
- Shared Services Administrative Alliance with SUNY Potsdam will require time, effort, and a budget yet to be determined.

Assuming no further reductions in State support and no surprises in actual enrollments, the College is projected to end the fiscal year in a positive financial position.

SUNY Canton faculty have extensive experience in their field. They come to Canton, because they truly enjoy teaching.
Consolidated Budget Book

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 Cabinet level. Details related to the Local Financial Plan appear in Section B.

Dormitory Income Fund Reimbursable (DIFR) is another significant 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 1,200 students and staff on campus. Details related to the DIFR section can be found in Section C.

Canton College Association (CA) 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. The College Association 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. CA also makes an unrestricted contribution to the College, which gets utilized in the College's annual operating budget.

The 2013-2014 academic year contains a $300 tuition increase as part of the five-year rational tuition policy implemented in 2011-2012, which authorizes SUNY Trustees to increase tuition by up to $300 per year for five years.

Campus charges for residence hall rooms, meal plans, and the Comprehensive Fee will increase by $292 for the current year. As a result, the direct cost for an on-campus undergraduate student will increase from $17,674 to $18,266 - an increase of 3.35%. A summary of all direct costs for the 2013-2014 academic year compared to the 2012-2013 academic year is represented in the table above.

<table>
<thead>
<tr>
<th>Annual Costs</th>
<th>2012-2013</th>
<th>2013-2014</th>
<th>Change $</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition (N.Y. State Resident)</td>
<td>$5,570</td>
<td>$5,870</td>
<td>$300</td>
<td>5.39%</td>
</tr>
<tr>
<td>College Fee</td>
<td>$25</td>
<td>$25</td>
<td>-</td>
<td>0.00%</td>
</tr>
<tr>
<td>Residence Hall (Double Room)</td>
<td>$6,390</td>
<td>$6,600</td>
<td>$210</td>
<td>3.29%</td>
</tr>
<tr>
<td>Meal Plan</td>
<td>$4,240</td>
<td>$4,300</td>
<td>$60</td>
<td>1.42%</td>
</tr>
<tr>
<td>Comprehensive Fee</td>
<td>$1,449</td>
<td>$1,471</td>
<td>$22</td>
<td>1.52%</td>
</tr>
<tr>
<td>Annual Costs</td>
<td>$17,674</td>
<td>$18,266</td>
<td>$592</td>
<td>3.35%</td>
</tr>
</tbody>
</table>

*Comprehensive Fee Includes: Alumni Fee, Recreational Facilities Fee, Athletic Fee, College Fee, Technology Fee, Health Fee, Transcript Fee, Placement Fee, and Orientation Fee.

*Comprehensive Fee Includes: Alumni Fee, Recreational Facilities Fee, Athletic Fee, College Fee, Technology Fee, Health Fee, Transcript Fee, Placement Fee, and Orientation Fee.

President Joseph C. Hoffman and Governor Andrew Cuomo at the 2013 Elite Series Bassmaster Competition in Waddington, NY.
Section G is entitled Canton 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 1973, gifts to the College provide hundreds of thousands 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 Canton College Foundation can be found in Section G.

Research and Sponsored Programs is housed in the academic wing of the institution. The amount of $2,100,000 refers to the total dollar amount of grants and sponsored programs administered by the College. 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 administered directly at SUNY 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. Funding levels reflect the 2013-14 Financial Plan adopted by the SUNY Board of Trustees. In some cases, the State support (General Fund) amount is supplemented by sponsored program funds, assessments, or other special revenues.

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 rate for 2013-2014 is 51.68%, which is on par with the rate from 2012-2013.

The segments for Capital represent budgets for major and minor maintenance, renovation and rehabilitation associated with buildings, grounds, roadways, and parking lots. 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.

The SUNY Canton Steel Bridge Team has won the regional championships a remarkable 13 times in 16 years and accrued a national championship title in 2009. The team would like to thank everyone for the support getting them to the National Competition this year in Seattle, Washington where they placed 24th.

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### SUNY Canton

#### Budget Summary

<table>
<thead>
<tr>
<th>Local Financial Plan</th>
<th>2012 - 2013 Budget</th>
<th>2013 - 2014 Budget</th>
<th>Change $</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUTRA</td>
<td>$2,450,000</td>
<td>$2,300,000</td>
<td>(150,000)</td>
<td>-6.28%</td>
</tr>
<tr>
<td>SUTRA (Supplemental)</td>
<td>$3,597,000</td>
<td>$5,656,000</td>
<td>2,059,000</td>
<td>66.36%</td>
</tr>
<tr>
<td>College Association</td>
<td>$7,955,400</td>
<td>$9,700,850</td>
<td>1,745,450</td>
<td>21.57%</td>
</tr>
<tr>
<td>SFR</td>
<td>$5,130,000</td>
<td>$4,890,000</td>
<td>(240,000)</td>
<td>-4.69%</td>
</tr>
<tr>
<td>FFs</td>
<td>$6,730,000</td>
<td>$6,860,000</td>
<td>130,000</td>
<td>1.94%</td>
</tr>
<tr>
<td>U/Other</td>
<td>$1,903,431</td>
<td>$1,800,431</td>
<td>-103,000</td>
<td>-5.42%</td>
</tr>
<tr>
<td>Research &amp; Sponsored Programs</td>
<td>$2,100,000</td>
<td>$2,100,000</td>
<td>-</td>
<td>0.00%</td>
</tr>
<tr>
<td>Debt Service - State</td>
<td>$275,184</td>
<td>$1,655,003</td>
<td>1,379,819</td>
<td>499.1%</td>
</tr>
<tr>
<td>Capital Program</td>
<td>$5,281,000</td>
<td>-</td>
<td>(5,281,000)</td>
<td>-100.00%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$34,197,910</td>
<td>$43,554,944</td>
<td>(9,357,034)</td>
<td>-27.32%</td>
</tr>
</tbody>
</table>

### SUNY Canton
2013 - 2014 Campus Financial Plan
Campus Total FTE

<table>
<thead>
<tr>
<th>Campus Financial Plan - PSR</th>
<th>2013 - 2014 FTE</th>
<th></th>
<th>Non-Instr. FTE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Instr. FTE</td>
<td>117.8</td>
<td></td>
<td></td>
<td>195.5</td>
</tr>
<tr>
<td>SFR Budget</td>
<td>34.9</td>
<td></td>
<td></td>
<td>34.9</td>
</tr>
<tr>
<td>College Association Budget</td>
<td>72.0</td>
<td></td>
<td></td>
<td>72.0</td>
</tr>
<tr>
<td>FFs Budget</td>
<td>22.1</td>
<td></td>
<td></td>
<td>22.1</td>
</tr>
<tr>
<td>SUTRA Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Campaign</td>
<td>2.0</td>
<td></td>
<td></td>
<td>2.0</td>
</tr>
<tr>
<td>SUNY Research Foundation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>117.8</strong></td>
<td></td>
<td><strong>320.5</strong></td>
<td></td>
</tr>
</tbody>
</table>
CAMPUS FINANCIAL PLAN

- Campus Financial Plan
- President’s Office
- Division of Academic Affairs
  - Academic Support Services & Instructional Technologies
  - School of Science, Health, & Criminal Justice
  - School of Business & Liberal Arts
  - Canino School of Engineering Technology
  - Southworth Library Learning Commons
  - Research & Sponsored Programs
- Division of Business Affairs
  - Information Services
  - Sustainability
  - Capital Projects
- Division of Student Affairs
- Division of Advancement
SUNY Canton Campus
2013-2014 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." Ninety percent or more of the President's Cabinet's financial deliberations are centered on this topic. It is these resources that are used to run the daily operations of the institution, and it is these resources that are so heavily impacted by the current economic climate as well as the various agencies of the State of New York. Included among them are Division of Budget, Office of the State Controller, Office of Employee Relations, and our very own State University of New York System Administration to name a few.

The Campus Financial Plan is made up of two major revenue sources. The largest is tuition, which represents approximately 54% for 2013-2014. The next largest component is State Tax Support, which accounts for 24% of the 2013-2014 resource base. State University Tuition Reimbursable Account makes up the balance of these funds, accounting for 22% of the budgeted revenue for 2013-2014.

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 over 89% 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 $280,000 corresponds with the College's share of scholarship expense, which is non-endowed. Endowed scholarships are expensed through the Canton College Foundation.

Highlights & Planning Assumptions
- No increase in State support over 2012-2013.
- Enrollment target of 3,650 headcount and 2,500 FTE will be used to create the 2013-2014 budget.
- The third year of a five-year rational tuition plan will go into effect in 2013-2014 effectively raising tuition by $300 per year across the board.
- Future planning and spending will be tied to both the College's Strategic Plan and SUNY's Six Big Ideas.
A Summary of the 2013 - 2014
Campus Financial Plan follows:

SUNY CANTON
Consolidated Financial Report
Campus Total Distribution by Expenditure Type

<table>
<thead>
<tr>
<th></th>
<th>2012 - 2013</th>
<th>2013 - 2014</th>
<th>Change $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service</td>
<td>$17,153,000</td>
<td>$23,410,002</td>
<td>$6,257,002</td>
</tr>
<tr>
<td>Temporary Service</td>
<td>$1,459,140</td>
<td>$5,24,149</td>
<td>$(3,785,002)</td>
</tr>
<tr>
<td>Utilities</td>
<td>$1,785,900</td>
<td>$1,867,900</td>
<td>$82,000</td>
</tr>
<tr>
<td>Other Than Personal Service*</td>
<td>$2,347,506</td>
<td>$1,103,249</td>
<td>$(1,244,257)</td>
</tr>
<tr>
<td>Total</td>
<td>$22,752,600</td>
<td>$26,950,800</td>
<td>$4,153,200</td>
</tr>
</tbody>
</table>

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

In FY2012-13, SUNY Canton went under a reorganization. Departments that were moved to different divisions include Athletics, Public Relations, Information Services, Admissions, and University Police. Additionally, a new position of Dean of Academic Support Services & Instructional Technologies was created. The 2013-14 budget reflects the reorganization, making comparisons to last year difficult.

Budgets Moved in 2013-14:
- To Administration from Student Affairs: Information Services, University Police
- To President's Office from Advancement: Public Relations
- To Academic Affairs from Advancement: Admissions, Athletics

SUNY CANTON
Consolidated Financial Report
Campus Total Distribution by Expenditure Type

<table>
<thead>
<tr>
<th></th>
<th>2012-2013</th>
<th>2013-2014</th>
<th>Change $</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>$608,907</td>
<td>$734,871</td>
<td>$125,964</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>$11,635,150</td>
<td>$16,980,838</td>
<td>$5,345,688</td>
</tr>
<tr>
<td>Business Affairs &amp; Administration</td>
<td>$4,593,151</td>
<td>$5,017,344</td>
<td>$424,193</td>
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<tr>
<td>Advancement</td>
<td>$341,964</td>
<td>$275,171</td>
<td>$(66,793)</td>
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<tr>
<td>Student Affairs</td>
<td>$2,603,748</td>
<td>$3,939,245</td>
<td>$(1,335,507)</td>
</tr>
<tr>
<td>Utilities</td>
<td>$1,785,900</td>
<td>$1,867,900</td>
<td>$82,000</td>
</tr>
<tr>
<td>U-Wide</td>
<td>$1,183,780</td>
<td>$1,090,431</td>
<td>$(93,349)</td>
</tr>
<tr>
<td>Total</td>
<td>$22,752,600</td>
<td>$26,950,800</td>
<td>$4,153,200</td>
</tr>
</tbody>
</table>

2012-13 Distribution $22,752,600

2013-14 Distribution $26,950,800
Guiding Principles

As part of the Strategic Planning process, members of the SUNY Canton community have created a set of principles to inform and guide our educational mission and align that mission with the strategic direction of SUNY statewide as we move toward our goals for 2020. These principles articulate the purpose of our collective educational endeavor, our vision for a SUNY Canton education, and key values that will guide us in our efforts.

MISSION STATEMENT

SUNY Canton is dedicated to providing a progression of accessible, affordable, high-quality applied programs that enable students in the North Country, New York State, and beyond to achieve their highest potential both personally and professionally.

VISION STATEMENT

Educating the leaders of tomorrow for careers in the global technological economy.

Strategic Themes

Several key themes running through all goals, objectives, and action items emerged during the Strategic Planning process both locally and for the SUNY System as a whole:

- Student Success: All institutional activities should ultimately focus on assuring that SUNY Canton students have the tools and skills required to thrive in every aspect of college life, work, and beyond.
- Applied Learning: Integrate technological literacy with a strong foundation in the arts and sciences to shape graduates who can think critically, lead others, and innovate in their respective areas of expertise.
- Vibrant Community: Encourage campus and cross-campus collaboration in ways that strengthen intellectual and social connections among students, faculty, staff, and the larger local and global community.
- Organizational Effectiveness: Achieve outcomes in all areas of college operations that are efficient and provide exceptional value to the constituencies served.
- Expert Assessment and Planning: Ensure comprehensive evaluation, forecasting, and decision making at all levels of the institution based upon current, relevant, and necessary information.

Goals and Objectives

As the College moves toward 2020, there are seven key goals critical to educating students and assuring that the institution thrives.

1. Promote Academic Excellence
2. Improve Operational Effectiveness
3. Optimize Enrollment
4. Drive Decisions with Relevant Information
5. Focus on Sustainability
6. Create a Robust, Active, and Enriching Campus Life
7. Build Greater Awareness of SUNY Canton

Each of these goals has multiple underlying objectives, supporting initiatives, and action items that must be accomplished. In some cases, a goal represents a reaffirmation of what the institution has already achieved. In other instances, the goal, or some of the underlying objectives and action items, are aspirational and/or chart a new direction for the College.

### SUNY CANTON 2013-2014 Campus Financial Plan

<table>
<thead>
<tr>
<th>Campus Total PSR Distribution by Area</th>
<th>2012-2013</th>
<th>2013-2014</th>
<th>Change $</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>$424,386</td>
<td>$528,421</td>
<td>$104,035</td>
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<td>Academic Affairs</td>
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<td>$15,196,036</td>
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<td>Business Affairs &amp; Administration</td>
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<td>$4,568,589</td>
<td>$1,028,896</td>
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<tr>
<td>Advancement</td>
<td>$338,464</td>
<td>$243,171</td>
<td>$(95,293)</td>
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<td>Student Affairs</td>
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<tr>
<td>College Wide</td>
<td>$1,025,198</td>
<td>$2,581,140</td>
<td>$1,556,942</td>
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<tr>
<td>Total</td>
<td>$17,153,004</td>
<td>$23,410,502</td>
<td>$6,257,498</td>
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</table>

*In FY2012-13, SUNY Canton went under a reorganization. Departments that were moved to different divisions include Athletics, Public Relations, Information Services, Admissions, and University Police. Additionally, a new position of Dean of Academic Support Services & Instructional Technologies was created. The 2013-14 budget reflects the reorganization, making comparisons to last year difficult.

Budgets Moved in 2013-14:
- To Administration from Student Affairs: Information Services, University Police
- To President’s Office from Advancement: Public Relations
- To Academic Affairs from Advancement: Admissions, Athletics
Overview

SUNY Canton’s President’s Office is led by Acting President Dr. Joseph C. Hoffman, who was appointed on May 7, 2013. The campus president is the chief executive officer of the campus, overseeing every element of campus operations - from academics to development to facilities to student affairs. The President’s Office team consists of the Chief of Staff, who manages special projects and government relations; the Director of Public Relations; and the Assistant to the President, who serves as the administrative assistant for the office and Secretary to the College Council.

Through its policies, the SUNY Board of Trustees has delegated responsibility for the administration of each State-operated campus to its President, a Board appointee. The President determines what college administrative officers are needed; assigns the powers, duties, and responsibilities of each; and supervises the professional and non-academic staff. The President prepares and recommends the annual budget request of the campus and makes recommendations concerning operation, plans, and development of the college. Ultimately, the President is responsible for maintaining the academic and fiscal integrity of the College. To this end, the President works with his leadership team, faculty, and staff with oversight from the College Council, the SUNY Chancellor, and the SUNY Board of Trustees to accomplish this goal. The President promotes academic success by seeking input in decision making on issues impacting students through both shared governance and feedback from internal and external stakeholders on a regular basis.

Highlights

SUNY Canton offers a wide range of career-driven majors that directly lead to immediate employment or further educational opportunities upon graduation. The College offers bachelor, associate, and certificate programs along with online master’s degrees in conjunction with SUNY IT. SUNY Canton has a flexible and convenient academic schedule combined with a vast range of online offerings. The College continues to develop bachelor and associate-level degree programs and has instituted ladder curricula that allow students to begin in a one- or two-year program and to continue on to study for their bachelor’s.

With these expanding options, the College has experienced dramatic increases in enrollment over the last decade, virtually doubling the number of students. In 2012, SUNY Canton witnessed another banner year, enrolling a record 3,792 students.

SUNY Canton is a 555-acre campus located in the northernmost part of New York State in the Village of Canton along the banks of the Grasse River.
International students hail from over 15 countries, and the multicultural environment adds to the overall student experience by providing global perspective. Additionally, students can opt to take short term study abroad trips to Croatia or China or spend a semester at the University of Greenwich in London, England.

As our enrollment increases and our reputation grows, the Campus has expanded. We have added to the student experience at the college by building a state-of-the-art athletic facility - nicknamed Roo's House - as well as the Grasse River Suites, beautiful apartment-style student residences. These campus additions have received high praise from students, faculty, and staff alike.

The SUNY Canton Kangaroos Athletic Department is entering its third year of provisional status with the NCAA Division III. The College's growing athletic prowess is evidenced by the talented student-athletes on its 14 athletic teams. A robust intramurals program adds to the friendly, competitive spirit on campus.

The College is also home to the Canton Small Business Development Center, the North Country Emergency Medical Services, and the David Sullivan - St. Lawrence County Law Enforcement Academy.

SUNY Canton was the highest-ranked college or university in New York State in Student Services and Technology in the U.S. News and World Report top Online Education Program rankings. The College was also among the publication's Top Colleges in the Northeast and a top Public School in the Regional Colleges (North) category. NC Universal's Petside.com recently named SUNY Canton as a 2012 Top Ten Pet-Friendly College.

Planning & Operating Budget

Most of the 2013-14 expenditures will be consistent with previous years and will be made in support of institutional priorities and the College's mission and goals. With State support remaining flat, the President's Office, like many other areas of the College, has trimmed their expenses to only those supporting the College's priorities and operations.

The Personal Service Regular portion of the President's Office Budget is composed of three FTE positions: President, Chief of Staff and Assistant to the President. Other Than Personal Service funding primarily covers office supplies and equipment, travel expenses not associated with alumni and development, membership dues, telephone duplication and postage. The Canton College Foundation covers the President's travel expenses that are related to fundraising and alumni development.

Goals and Objectives

As the College moves toward 2020, there are seven key goals critical to educating students and assuring that the institution thrives.

1. Promote Academic Excellence
2. Improve Operational Effectiveness
3. Optimize Enrollment
4. Drive Decisions with Relevant Information
5. Focus on Sustainability
6. Create a Robust, Active and Enriching Campus Life
7. Build Greater Awareness of SUNY Canton

Each of these goals has multiple underlying objectives, supporting initiatives, and action items to be accomplished as evidenced in the 2010 Strategic Plan. An annual evaluation of the College's goals is conducted through an institutional scorecard, and results are made available on SUNY Canton's website.
Division of Academic Affairs

Overview

SUNY Canton's Division of Academic Affairs is comprised of several areas: School of Business and Liberal Arts; Campus School of Engineering Technology; School of Science, Health, & Criminal Justice; Student Support Services and Instructional Technologies; Research and Sponsored Programs; Registrar, Office of Institutional Effectiveness; and Admissions.

Accomplishments from 2012-13

- A college reorganization in October 2012 placed Admissions, Student Support Services, Career Services, TRIO, Accommodative Services, Southworth Library Learning Commons, Sponsored Research, Tutoring, Online Learning and Instructional Programs under the Provost and Vice President for Academic Affairs.
- A Dean of Academic Support Services and Instructional Technologies was hired.
- A Dean for the School of Business and Liberal Arts was hired.
- Fifteen full-time faculty lines were hired.
- The Gateway to Success Program resulted in an average higher fall GPA and fall to spring retention rate for students in the program.
- Twenty-eight sections of FYEP were offered.
- The Director of Career Services, Molly Mott, met with 428 individual students, coached 278 students on interviewing, presented in 44 classes, and coordinated a Career Fair with 26 employers.
- Accommodative Services received a 3.6 out of 4.0 on a Likert Scale for a Student Satisfaction Survey completed by registered students with disabilities.
- College Learning Assessment was administered to first semester students during Fall 2012 and to seniors during Spring 2013 to assess critical thinking as part of the SUNY assessment of General Education Requirements.
- Nine assessment training sessions were offered to faculty and staff by the Office of Institutional Effectiveness.
- The Southworth Learning Commons received a commendation from the Middle States Review Team for their assessment efforts.
- Sixty-one percent (61%) of the students in the Gateway to Success Program resulted in an average higher fall GPA and fall to spring retention rate for students in the program.
- Among the Division’s many activities in 2012-2013:
  - The numbers of EOP students enrolled in bachelor degree programs increased.
  - TRIO students averaged a 2.9 GPA with 96.7% in good academic standing.
  - Sixty-one percent (61%) of the students in the Gateway to Success Program resulted in an average higher fall GPA and fall to spring retention rate for students in the program.

Goals for 2013-2014

- Coordinate the development of a strategic enrollment management plan.
- Develop a student success center.
- Diversify international offerings to include more on-campus international students.
- Continue the implementation of Degree Works.
- Continue the implementation of BDMS.
- Leverage SUNY Canton's experience in online learning and programs to capture opportunities with Open SUNY.
- Begin to address recommendations from the Middle States Self Study concerning assessment, planning, and budgeting.

Academic Support Services and Instructional Technologies

Overview

The Division of Academic Support Services and Instructional Technologies houses the following programs, offices, and services: Academic Probation, Accommodative Services, Advising & First-year Programs, Career Services, C-Step, Educational Opportunity Program (EOP), TRIO, International Programs, Library Learning Commons (including Tutoring Services), Online Learning, and Veteran Affairs. Administrative responsibilities for these areas fall under the direction of the Dean of Academic Support Services and Instructional Technologies, Dr. Molly Mott.

The focus of Academic Support Services and Instructional Technologies is on student learning and faculty support. The Division works collaboratively with other offices, faculty, and staff to provide environments that enhance teaching and promote student success and retention.

Highlights

Among the Division's many activities in 2012-2013:

- Veterans Affairs certified benefits for 115 students during Fall 2012 and 119 students during Spring 2013.
- Accommodative Services received a 3.6 out of 4.0 rating on the Student Satisfaction Survey.
- The Fall 2012 to Spring 2013 retention rate for students who took FYEP was 86%.
- Career Services met with 428 individual students, coached 278 students on interviewing, presented in 44 classes, and coordinated a Career Fair with 26 employers.
- International Programs hosted a Study Abroad Fair at SUNY Canton, and sixteen international students participated in the summer small business program.
- Online Learning continued to provide exceptional faculty and student support in online environments.

Most notably, the Library Learning Commons received the 2013 Joseph F. Shubert Library Excellence Award for their creativity in combining the library and tutoring departments into one, library-based learning center for all students on campus. The Library Learning Commons received praise for offering a range of technology to use within the library as well as an extensive collection of textbooks and databases that support faculty research and student learning.
School of Science, Health, and Criminal Justice

Overview

The School of Science, Health, and Criminal Justice offers numerous degrees in criminal justice, funeral services administration, sports management, health & fitness promotions, and numerous degrees in the allied health professions, as well as housing the School Department. The School offers: ten bachelor's degrees including two Bachelor of Science, seven Bachelor of Technology; and one Bachelor of Business Administration; six Associates of Applied Science Degrees; and three Certificates. The School, with 467 graduates in May 2013, is the largest of the three at SUNY Canton and typically enrolls about half the total student population in its programs. The Science Department provides service and general education courses to students enrolled in all three academic schools. The school's students are served by 44 full-time faculty and 45 part-time faculty - many of whom are clinical adjuncts in Nursing and Dental Hygiene - as well as eleven support staff members. Recruitment is expected in the coming year for three additional full-time faculty.

Highlights

The School continues to help address a nationwide shortage of nurses by annually graduating over 100 students from the combined Nursing programs. The enrollment in our Nursing Bachelors of Science program has reached approximately 150 students, and we are preparing for what we expect to be a considerable increase in enrollment once the program has received its initial NLNAC national accreditation.

Our nationally-accredited Funeral Services Administration, Bachelors of Technology program is the only four year mortuary science program in New York State and one of only a very few in the nation. When the new facilities are complete, our Funeral Services Administration program will bring national recognition to SUNY Canton in funeral services education.

The Sports Management, B.B.A. program continues to be a very popular program. The faculty have moved into their new facilities in Wicks Hall, which includes a production studio with state-of-the art equipment. In this studio, Sports Management students will partner with Graphic and Multimedia Design students to provide the campus with sports-related broadcasting. John Payne, a Sports Management graduate, received a SUNY Chancellor's Award for Student Excellence and completed a highly successful internship with the Manchester Kings of the AHL.

Our criminal justice programs again served the largest number of students of any department on campus. Homeland Security, our newest criminal justice bachelor's degree, is proving to be very popular and perfectly complements our other two bachelor's degrees - Criminal Investigation and Law Enforcement Leadership. All three bachelor's programs integrate with the associates degree program, allowing students to easily "climb the ladder" from the two-year program into any of the four-year programs. Additionally, our innovative block-scheduled Criminal Justice Studies, Certificate program was again successful in preparing students for entrance into one of the criminal justice degree programs.

Housed in a showcase building, our veterinary science programs continue to be very popular and very successful. The Bachelor of Science in Veterinary Technology program is attracting many well-qualified applicants, and we are working to fully integrate our programmatic offerings and achieve a balanced admissions policy to manage the enrollment.

The Physical Therapist Assistant faculty have moved into their newly-renovated facilities in Wicks Hall and had a highly-successful re-accreditation visit over the summer. Through a collaborative agreement with the International Institute of Health Sciences in Sri Lanka, three Sri Lankan students graduated in May with a Physical Therapist Assistant associate's degree. We were also able to hire an Instructional Support Associate for the PTA program, which along with curricular refinement and selective admissions will make our program one of the strongest in the State.

Our Dental Hygiene associates degree program, operated out of Rome, NY, continues to have nearly perfect board passage rates and is regionally known for its community service. The Dental Hygiene Select program has proven to be very successful as well. The Dental Hygiene Select program offers students the opportunity to spend their first year taking mainly science and general education requirements at our home campus, after which, if they meet performance standards, they are guaranteed admission to the program in Rome. The first group of these students matriculated into the program in Rome this past year, and all of them were successful in their studies.

We will be welcoming three new tenure track faculty members to the school: Dr. Janet Parcell-Mitchell (Health & Fitness Promotion), Ms. Dawn Barkley (Nursing), and Mr. Matthew Metcalf (Sports Management), as well as three full-time Nursing lecturers: Ms. Leah Payne-Worden, Ms. Ann Root, and Mr. Michael Pinkerton. We also hired Ms. Anne Reilly as an Instructional Support Associate in the Physical Therapist Assistant program.

Goals

Goals for the School of Science, Health, and Criminal Justice for 2013-2014 include the following:

- Achieve initial NLNAC for the RN, B.S. program and re-accreditation of the Dental Hygiene A.A.S. program.
- Complete the renovation of Cook Hall, including new facilities for the Funeral Services Administration program and faculty, as well as state-of-the-art classrooms for general use.
- Refinement of the selective admission processes in the allied health programs and implementation of a strategic enrollment process.
- Develop robust, effective, meaningful programmatic assessment plans throughout the School that will seamlessly link with scorecard-based institutional assessment activities.
- Develop a proposal for a four-year Health & Fitness Promotion, Bachelor of Technology degree that prospective students can enter as freshmen.
- Develop a "1+2+1" Nursing program that integrates the Health Science Career Studies, Certificate: the Nursing, A.A.S. degree; and the Bachelor of Science in Nursing degrees.
- Hire at least two tenure-track faculty for the Criminal Justice Department and add another tenure-track faculty to the Nursing Department.
- Implement the new zero-base budgeting process and P-Cards.

Newell Veterinary Technology Center provides space for Canton's veterinary science programs. The 12,000 square foot building houses first-rate clinic and teaching facilities.
School of Business and Liberal Arts

Mission
The School of Business and Liberal Arts is committed to educating students who will provide them with the competencies of knowledge, skills, attitudes, and values that are significant to the understanding and application for success in the workplace. Students receive individual advisement and a broad range of academic experiences such as group projects, internships, and independent study. The faculty takes on the challenge of promoting lifelong learners who will lead industrious and rewarding professions.

Overview
The School of Business and Liberal Arts is comprised of three academic departments; Business, English/Humanities, and Social Sciences. The School awards degrees at both the baccalaureate (6) and associate degree level (8) and offers eight minors.

Bachelor’s Degrees
- Applied Psychology - B.S.
- Finance - B.B.A.
- Health Care Management - B. Tech.
- Legal Studies - B. Tech.
- Management - B.B.A.

Associate Degrees
- Accounting - A.A.S.
- Apprenticeship Training: Industrial Trades - A.A.S.
- Business Administration - A.S., A.A.S.
- Early Childhood - A.S.
- Individual Studies - Business - A.A.S.
- Liberal Arts: General Studies - A.A., A.A.S.

Minors
- Accounting
- Casino Management
- Economics
- Finance
- Management Information Systems
- Marketing Management
- Women's Studies
- Writing & Communication

Annual Goals
1. Offer programs in business and public service that prepare students to enter rewarding and challenging careers and continue their education.
2. Contribute to SUNY Canton’s General Education Program by offering courses in economics and when appropriate, reinforcing the general education learning objectives in applied courses.
3. Contribute to a community that encourages intellectual, ethical and cultural growth, develops leadership skills, fosters creativity, promotes an appreciation of a multicultural society, and advocates individual physical and emotional well being.
4. Promote and support excellence and innovation in learning and teaching, advancement of scholarship and research, and encourage continuous curricular evolution with the integration of technology in the educational experience.
5. Generate greater visibility for the School’s programs, faculty, and students.

Faculty and Students
Jondavid S. DeLong serves as Dean of the School of Business and Liberal Arts. Dr. Amani Awead serves as Chair of the Social Sciences Department, Dr. Nadine Jennings as chair of the English and Humanities Department, and Professor William Jones serves as chair of the Business Department. The School of Business and Liberal Arts serves 1,270 students. There are 41 full-time faculty, 48 part-time faculty, and 2 staff members.

Highlights
- The Finance and Health Care Management programs completed major assessments and self-studies in Spring 2013.
- Professor of History, Raymond G. Kricunus was the recipient of the 2013 Distinguished Faculty Award.
- English Professor, Dr. Emily Hamilton-Honey’s book Turning the Pages of American Girlhood: The Evolution of Girls’ Fiction, 1865-1930 was published in April 2013.
- Faculty from the School of Business and Liberal Arts successfully led the College’s campus-wide self-study efforts resulting in SUNY Canton’s decennial reaccreditation from the Middle States Commission on Higher Education.
- In Fall 2013, the School of Business and Liberal Arts welcomed Visiting Scholar Professor Hannah Chen from the Foreign Language Department at Guangdong Women’s Polytechnic College, Guangzhou, Guangdong, China.
- Humanities Professor Phil LaMarche continued the successful Living Writers Series featuring on-campus presentations from select authors. In Spring 2013, three authors presented and shared their work with students, faculty, and the community.
- Dr. Stephen Ledoux presented two papers at the TIBB 26th Behaviorology Anniversary Convention in Tucson, Arizona in Spring 2013.

Annual Goals
- SUNY Canton Accounting students volunteered to help qualifying individuals and families file their taxes for free through the Volunteer Income Tax Assistance Program. Students increased their own tax preparation skills and helped community members learn how to correctly file their own personal taxes.
- Renee Campbell, administrative assistant in the School of Business and Liberal Arts was selected as the recipient of the SUNY Canton College Council’s 2013 Employee Recognition Award.
- The SUNY Canton Small Business Development Center (SBDC) held a workshop for local entrepreneurs focusing on government contracting and certification in support of Gov. Andrew M. Cuomo’s goal of increasing minority-and women-owned business participation in state contracting.
- The SBDC also hosted a Women’s Business Boot Camp for female entrepreneurs, providing a forum to share strategies and ideas for improving the effectiveness of marketing efforts.
- Management Professor, Dr. Charles Fenner, took a SUNY Canton business team to the North Country Regional Business Plan competition. The team competed in the social entrepreneurship area and took second place.
- Students enrolled in Business Department programs also competed in the Free Enterprise Olympics at SUNY Plattsburgh in Spring 2013.
- Students from Kazan and Moscow, Russia learned about entrepreneurship at SUNY Canton’s International Summer Program with the assistance of SBDC and faculty members from the management program.
- Megan M. Mydosh, a Business Administration major, was the recipient of the annual Outstanding Associate Graduate Award.
- Faculty members from the Legal Studies Program hosted both a law school admissions informational forum for SUNY Canton students and a training session for Justice Court judges from the North Country.
- The School of Business and Liberal Arts welcomed new faculty Casey Dickinson, Esq., Lecturer, Legal Studies; Desiree LeBoeuf-Davis, Instructor, Psychology; Stephanie Petrowske, Lecturer, History; Rhonda Rodriguez, Lecturer, English; Dr. Brian Trill, Assistant Professor, Accounting; and Jennifer Waite, Assistant Professor, Psychology in Fall 2013.

School of Business and Liberal Arts
Canino School of Engineering Technology

The Canino School of Engineering Technology (CSOET) is named in honor of Joel Canino, class of 1959, who actively supported and advocated for SUNY Canton technology education throughout his professional life. CSOET offers twenty undergraduate technology majors ranging from one-year certificates (4), two-year associate degrees (9), to four-year baccalaureate degrees (7). These programs provide graduates of each major with a flexible growth ladder or lattice enabling multiple pathways for continued academic growth and career pursuit. The School is comprised of five academic departments: Civil & Construction Technology; Decision & Graphic Media Systems; Electrical Technology & Engineering Science; Mechanical & Energy Systems; and Mathematics. Physics also resides within CSOET as an academic program area. Mathematics and Physics, and to a lesser extent Computer Information Systems, serve the Institution’s instructional needs in their corresponding areas of general education. CSOET houses 682 undergraduate students.

Emphasis is placed on problem solving, teamwork, communication, and state-of-art technologies where hands-on experience is critical to understanding technology and its applications within an academic environment. Accordingly, students are encouraged to expand their development through internship and cooperative work experiences.

The CSOET leadership team includes Interim Dean, Michael Newtown; Dr. Yu "Eric" Cheng (Information Systems), Dr. Stephen Frempong (Electrical Technology), Dr. Feng Hong (Physics), Professor Daniel Miller (Mechanical Technology), Professor Michael Newtown (Energy Systems), Professor Alice Reed (Mathematics), and Dr. Adrienne Nygul (Civil and Construction Technology).

Highlights

- The baccalaureate programs for Civil & Environmental Technology, Electrical Technology, and Mechanical Technology have committed ABET self-studies and have an onsite visitation scheduled for November 2013. Alternative and Renewable Energy Systems is in the process of ing ISQEP accreditation for Photovoltaic and Solar Thermal courses with a visitation later in this academic year.
- The Automotive Technology partnership with Subaru continues to grow with 16 training sessions this past year and close to 100 Subaru technicians attending during the past year.
- Six new, full-time instruction positions were filled this past spring. The new positions were in Civil & Environmental to replace a retiree; Computer-Aided Drafting to expand our offering of architectural and civil drafting using REVIT software and to enhance our mechanical drafting, bringing our drafting instructors to three; Graphic and Multi-Media Design acquired a new faculty member to round out the design instruction; an instructional support assistant was added to work with Electrical Construction & Maintenance and Alternative & Renewable Energy Systems; Powersports has a new instructor who will join the campus in 2014. These positions are moving our programs into a bright new future by staying ahead of the technology curve.
- The Career Ready Education and Success Training (CREST) Center has a new director and soon a newly renovated building as its home. Currently, this building is referred to as Building 18. It will be home to a three-ton geothermal heating and cooling system, near three kilowatts of Photovoltaic panels, an evaluated tube solar hot water system, and will be outfitted with controls to vary the pressures in the building giving trainees the experience of diagnosing energy leaks in the envelope of a house. Stop by to see the work progress as we move toward the Grand Re-Opening of Building 18.
- Three of our faculty were on the national or regional spotlight this past year. Dr. Dan Gagliardi is now an editor for Graphic Theory Journal. Dr. Lavretta Ononye presented to ASEE on Science, Technology, Engineering, and Math Student Success at SUNY Canton, and Dr. Kaisar Khan presented a paper on power distribution of wind projects at the annual IEEE conference.
- Dr. Arthur Hurlbut and Mr. Michael Newtown are wrapping up research for NYSERDA on grass pellet combustion, which brought in $329,000 and have been awarded another research project for a long-term study of wood pellet combustion bringing in $218,000 in funding. Drs. Ononye and Gagliardi have applied for an additional NSF STEM grant seeking $596,000 which will award 18 full scholarships of $7,200 per student/year for four years. The faculty and staff of the CREST Center, Dr. Matthew Bulwinski, Mr. Michael Newtown, Mr. Michael Spearance, and Mr. Arthur Garno have brought in $265,000 in Photovoltaic and Solar Thermal grants for workforce training. Through Perkins funding the School has procured $131,298 in efforts to support automotive, automation, air conditioning and heating, materials and electrical labs. Our faculty and staff are aggressively seeking ways to increase the quality of our students’ education.
- Dr. Daniel Miller is reaching out to local schools through a grant to build four 3D printers that will be loaned out to teach rapid prototyping. The schools will make versions of the printer for their own use and return the original to us for redeployment to another school. The students use the one printer to make the plastic parts necessary for the one they assemble to keep at the school. Replicating our way to the future is the goal of the Mechanical Technology students.
- The Steel Bridge Team captured an other 1st place in the regional competition and 24th place at Nationals.
Southworth Library Learning Commons

Overview

Located in the geographic center of the campus, Southworth Library Learning Commons, with the addition of the Cyber Cafe' and other targeted renovations designed to reinvigorate the spaces as gathering places, has become a central hub of activity for students on campus. Services and resources are available on three floors of the library. The circulation desk, research desk, reserve materials, computer lab, offices, tutoring support services and the Information Services Help Desk are located on the main floor. The upper level houses book stacks, individual study carrels, group study and media-viewing rooms, current and back-issue journals and periodicals, and a second research point. The recently-renovated lower level houses the Information Services Department and the secured, card-access only, campus server room.

The Library Learning Commons has invested heavily in resources that promote academic achievement and student success. It is a resource-rich, Wi-Fi enabled space, with laptops, desktop PCs, iPads, Kindle readers, print and e-text books and other curricular and technological materials that can be borrowed or utilized for periods of time in the Library Learning Commons building. For resident students, the Library Learning Commons also provides Google television units, two large screen PCs, a microfilm/microfiche unit, scanning, printing and photocopying services, and is equipped with a large collection of textbooks and a growing number of anatomical models that support hands on learning for students in the sciences and health programs.

Student learning and tutoring labs, including Math/Science, Business and Accounting, Writing and Technology Skills are also centrally-located in the Library Learning Commons. There are also individual learning spaces, a "Connections" meeting space and a multi-purpose conference room. Nine small-group study rooms in the building, along with two additional rooms that are not dedicated for that purpose but often get used as such, help serve the 80 to 128 people in the building during peak hours.

The information collection has grown and/or changed in response to the changing needs of the 21st century learner. It includes approximately 50,000 print and over 80,000 electronic books searchable through the college's online public access catalog (SLEUTH), as well as access to extensive electronic databases, and a variety of digital media. Additionally, the College has access to all books within the SUNY campuses available via interlibrary loan, and students, faculty, and staff have borrowing privileges at all Associated Colleges' libraries, including Clarkson University, St. Lawrence University, and SUNY Potsdam.

Modifications to the library collection have been made based upon the value, relevance or usefulness of the collection in terms of the library's ability to support student learning. For example, several times per year library faculty liaisons consult with all faculty regarding additions and/or deletions to the collection and their potential impact on student learning. Additional individual consultations between library staff and specific faculty occur as needed. While the size of the current physical collection has remained relatively stable up to this point, it is anticipated that the physical print collection size will naturally decrease as the electronic material continues to increase dramatically.

The growing electronic library collection can be accessed through the Online Public Access Catalog (OPAC) either on campus or remotely. Collections at other SUNY libraries can also be searched. In addition, membership in the Northern New York Library Network and SUNYConnect provide access to regional state and specialized resources. The library's participation in the Online Computer Library Center (OCLC) network, a bibliographic utility, provides access to other OCLC member libraries in the United States as well as worldwide.

Librarians and/or professional library staff members are available during all library hours to provide individual information and digital literacy instruction and to assist students with a full range of library services. In addition, a web-based chat reference service staffed by professional librarians from all over the country, and both synchronous and asynchronous web-based reference service maintained by SUNY Canton librarians provide access to professional research and information literacy assistance at any time, 24 hours a day, seven days a week.

In response to student need the Library Learning Commons building has increased its hours of operation from 77.5 open hours per week in 2009-10 to 120.5 open hours per week in 2012-13. This is exclusive of the 24/7 availability during midterms and finals weeks that commenced in 2011-12, which adds an additional 30 hours of availability over the course of a term or 60 hours in an academic year. The percent change from 2009-10 to 2012-13 represents a 52% increase in hours of operation for the Learning Commons Building and its services, and a significant and ever-increasing usage of information, technology and academic support services in the building has resulted as well.
Office of Research & Sponsored Programs

Overview
The Office of Research & Sponsored Programs is dedicated to supporting the College faculty and staff in their efforts to seek and secure external funding for research, special projects, education and training. The staff is responsible for development and submission of all grant proposals for external support as well as the coordination and financial management of all contracts and awards to the College. For 2012-13, the Research & Sponsored Programs Office managed 28 sponsored awards totaling over $1.7 million in expenditures.

Highlights
The Collegiate Science and Technology Entry Program (CSTEP) serves minority and low income students pursuing careers in the sciences, engineering, technology, health or licensed professions. In the second year of the four-year cycle, this award from the New York State Education Department provides over $165,000/year for four years for academic and career services for eligible students in those disciplines.

The National Science Foundation S-STEM Scholarship Program was awarded in 2010 with $596,000 in funding. This program supports academically-talented and financially-disadvantaged students in the engineering fields by awarding annual scholarships in the amount of $7,200/year for four years to 18 qualified students. In addition to the scholarships, students will minor in either mathematics or physics, have tutoring available, be involved in peer mentoring, and participate in field trips and other group activities.

The National Science Foundation S-STEM Scholarship Program was awarded in 2010 with $596,000 in funding. This program supports academically-talented and financially-disadvantaged students in the engineering fields by awarding annual scholarships in the amount of $7,200/year for four years to 18 qualified students. In addition to the scholarships, students will minor in either mathematics or physics, have tutoring available, be involved in peer mentoring, and participate in field trips and other group activities.

The TRIO Student Support Services (SSS) program at SUNY Canton has been funded by a grant from the U.S. Department of Education since 1989. This program provides academic support, financial literacy, career preparation, and personal development opportunities to eligible first-generation, low-income students. The SSS program receives close to $270,000/year in five-year cycles to assist approximately 210 students reach their academic goals.

The Career Ready Education and Success Training Center (CREST) has evolved from multiple awards from New York State Energy Research and Development Authority (NYSERDA) over the past few years totaling approximately $450,000. These grants have allowed for the development of workforce training in Weatherization (BPI), PV, Solar Thermal and Geothermal along with accreditation/certification for both the institution and faculty.

The Carl D. Perkins Career and Technical Education Grant is federal flow-through money to New York State that is allocated to qualifying institutions based on population numbers in the certificate and two year career and technical education programs. For 2012-2013, SUNY Canton was awarded $244,166, which allowed for upgrades in laboratory equipment and the startup of the Gateway to Success program.
Division of Business Affairs and Administration

Overview

The Division of Business Affairs and Administration includes the following departments: Facilities, Budget Office, Purchasing, Accounts Payable, Travel, Human Resources, Payroll, Financial Aid and Student Accounts, Campus Events, College Association, University Police, Environmental Health & Safety, Compliance Training, and Information Technology Services.

The Business Affairs Division reports to the Vice President for Business Affairs and Administration.

Physical Plant and Capital Improvement

The Physical Plant Department reports to Director of Physical Plant, Patrick Hans. The capital projects and construction functions report to Director of Capital Projects & Construction Management, Michael McCormick.

Budget, Purchasing and Payables

This office consists of three professional staff: Shawn Miller, Shared Director of Budget; Terry Waldruff, Senior Staff Associate, Beth Martin, Purchasing Manager. Both purchasing and payables employees are responsible for developing and managing budgets for all areas described in this document, ensuring that accounts are properly and accurately maintained, forecasting current and projected expense patterns and tracking revenue streams and forecasting for both current and future periods. In addition, Business Affairs is responsible for managing permissions for administrative processes and managing transactions between the various entities on campus.

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. Management of the purchasing and travel card processes, assisting faculty and staff with required business and professional travel reimbursement, and training the campus staff in State procurement processes are all functions of this office. Purchasing and Payables also manages the campus compliance with State and SUNY procurement regulations and directives to ensure compliance both with State law as well as initiatives such as MBE/ WBE.

Financial Aid and Student Accounts

All Financial Aid functions report to Director of Financial Aid, Kerrie Cooper. Student Accounts is supervised by John Massoneuve, Director of Student Accounts.

Campus Events

All Campus events are orchestrated through our Special Events Office, which is managed by Debra Lowery, Director of Special Events.

College Associations

All College Association functions are managed by Michael Perry, Executive Director. See Section D in this report for more information regarding the College Association.

University Police

Chief John A. Kaplan was appointed as the shared Chief of Police for both SUNY Canton and SUNY Potsdam in December 2012. Our University Police Department is comprised of one Deputy Chief of Police, nine sworn police officers, and one support staff. Our primary purpose is to provide a safe and secure environment for the campus community as well as the general public. The Department is responsible for the protection of life, property, and safety to those who live, work, and visit the SUNY Canton campus.

Environmental Health & Safety

Calvin Smith was appointed as the shared Director of Environmental Health & Safety for SUNY Canton and SUNY Potsdam. Previously the Director for SUNY Potsdam’s program, he has been charged with developing and implementing an environmental health and safety program for SUNY Canton.

Compliance Training

Stacey Basford was appointed as the shared Compliance Training Coordinator for SUNY Canton and SUNY Potsdam in February 2013. Mrs. Basford has been tasked with developing and implementing an effective compliance training program for both colleges and their auxiliary services. Through her efforts, both institutions will achieve institutional compliance by ensuring that all employees are trained.

Information Services

Kyle Brown, Assistant Vice President of Information Services/OIO oversees the management of the Information Services Department at both SUNY Canton and SUNY Potsdam.

Human Resources

The Human Resources area reports to the shared Assistant Vice President for Human Resources, Mary Dolan. Mary serves as the head of human resources and payroll for both SUNY Canton and SUNY Potsdam. Her primary office is located on the Potsdam campus, but Mary spends time on the Canton campus a few times per week. The Human Resources and Payroll Office consists of Assistant Director of Human Resources Operations, Nancy Rowledge; Assistant Director for Recruitment and Employee Relations, David Rouzic; Payroll Examiner I, Denise Burrows; and Ellen Rowe-Jones, Keyboard Specialist 2.

Highlights

- Through the SUNY Shared Services Initiative and the SUNY Administrative Alliance, SUNY Canton and SUNY Potsdam will complete the union of their Budget Office as well as the Office of Purchasing, Payables, and Travel in 2013-2014, creating one office in each of those areas to serve both campuses.
- Additional shared services will be implemented in the areas of Information Services, Capital Projects, and Energy Management.
- The first round of compliance training rolled out on July 15, which included Right to Know and Preventing Workplace Violence. By the September 30 deadline date, an overall completion rate of 97% was achieved. The second set of training rolled out on October 7 and will conclude on December 1. The training modules in this round include: Preventing Discrimination & Harassment (Sexual Harassment Prevention), Title IX, Clery Act, Bloodborne Pathogens, and Child Sexual Abuse Reporting & Prevention.

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*In FY2013-14, SUNY Canton went under a reorganization. Departments that were moved to Business Affairs include: Information Services and University Police. The SD 5-14 budget reflects the reorganization, making comparisons to last year difficult.

<table>
<thead>
<tr>
<th>SUNY CANTON</th>
<th>2013-2014 Campus Financial Plan</th>
<th>Business Affairs &amp; Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013</td>
<td>2013-2014</td>
<td>Change $</td>
</tr>
<tr>
<td>General &amp; Maintenance</td>
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<td>WBE</td>
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<td>Total</td>
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<td>7,537,275</td>
</tr>
</tbody>
</table>

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Information Services

Overview

The Assistant Vice President for Information Technology and Chief Information Officer (CIO), Kyle Brown, provides leadership and oversight for the Information Services Department, the campus state-operating IT budget, and the student Technology Fee budget at both SUNY Canton and SUNY Potsdam. The mission of SUNY Canton’s Information Services Department is to supply the high-speed and secure services that include, but are not limited to: UCanWeb - allows students to register for courses, view academic and financial aid information, and pay for campus services; DegreeWorks - a degree audit solution; SUNY Canton email services for both faculty (Exchange) and students (Office365); classroom computer labs and public access computer spaces (15); mobile classroom laptop carts (4); a laptop loan program with 100+ units available for student use; BOCES distance learning classrooms (2); video conference classrooms and mobile classrooms (6); and the ANGEL Learning Management System - allows delivery of courses in fully online and hybrid formats to our students. Information Services also supports the systems that are used by Health Services, Tutoring, Advising, University Police, College Association (bookstores and eateries), and Career Services to provide support and safety to our faculty, staff and students.

The Information Services Department consists of the CIO, four team managers, seven additional staff members, and four students who collectively support the technology and infrastructure used by our campus community. Technology priorities are determined in a collaborative process, guided by the CIO, and based on the university’s strategic plan, teaching and learning needs, NYS/SUNY and federal requirements and mandates, input from the student government, Banner Advisory group, and the IT Advisory Group.

The Information Services Department offers a robust portfolio of services to the campus community, providing the underlying framework for almost every other service at SUNY Canton. The physical and virtual infrastructures, maintained and supported by Information Services, provide high-speed and secure services that include, but are not limited to: UCanWeb - allows students to register for courses, view academic and financial aid information, and pay for campus services; DegreeWorks - a degree audit solution; SUNY Canton email services for both faculty (Exchange) and students (Office365), classroom computer labs and public access computer spaces (15); mobile classroom laptop carts (4); a laptop loan program with 100+ units available for student use; BOCES distance learning classrooms (2); video conference classrooms and mobile classrooms (6), and the ANGEL Learning Management System - allows delivery of courses in fully online and hybrid formats to our students. Information Services also supports the systems that are used by Health Services, Tutoring, Advising, University Police, College Association (bookstores and eateries), and Career Services to provide support and safety to our faculty, staff and students.

Highlights

Information Services provides substantial operational support to the campus community - daily duties for required maintenance of existing services and facilities, troubleshooting, extensive reporting needs, and ad-hoc requests that are completed behind the scenes. In addition to operational support, our team has completed the following selected strategic projects during the 2012-2013 academic year:

- Completed migration of our student email and calendaring to a robust, cloud-hosted email platform called Microsoft Office365.
- Expansion of campus security cameras system for University Police to now include the walking bridge and surrounding areas.
- Upgraded instructional technology in Dana Hall and Miller Campus Center multi-purpose rooms.
- Migrated Banner SIS hosting to a remote facility (ITEC) to increase efficiency and provide alignment with SUNY initiatives.
- Completed implementation of SUNY DegreeWorks at ITEC to support the SUNY transfer/reverse transfer and mobility initiatives for students.
- Completed implementation of Network Access Controller (NAC) to provide secure, encrypted wireless connectivity to our campus community.

Goals for 2012-2013

Information Services’ goals and objectives are determined by the Director with input from campus executive leadership, campus governance bodies, campus offices, and IS staff members and are designed to support the overall campus goals, SUNY’s goals, and various mandates. Selected goals for 2013-2014 academic year are:

- Implement identity management services to support SUNY Federation initiatives.
- Develop joint policies and strategic technology plan with SUNY Potsdam.
- Explore and pursue, where appropriate, shared service opportunities with other SUNY’s to increase efficiency and quality of our services.
- Implement an Intrusion Detection System/Unified Threat Management system to further secure campus network infrastructure.
- Complete instructional technology upgrades in Cook Hall in conjunction with the ongoing renovation projects.
- Complete instructional technology upgrades in at least two classrooms.
The Sustainability Taskforce at SUNY Canton is committed to promoting a culture of environmental awareness both on campus and in the community.

SUNY Canton galvanized their commitment to making sustainability an institutional priority by partnering with SUNY Potsdam to hire a Shared Sustainability Coordinator, Kelly Carter. Canton's renewed promise incorporates environmental, economic and social responsibility into the University's strategic vision. The sustainability coordinator plans to support this pledge through the development, and enhancement of sustainability programs and practices that educate, engage, and inspire students and the larger community to become thought leaders and change agents.

Throughout 2012-2013, SUNY Canton continued to integrate sustainability values and practices into all areas of the university including operations, facilities planning and design, curriculum, and extra-curricular life. This year, the Sustainability Task Force, which is made up of faculty, staff, and student representatives, set and achieved several goals by focusing their efforts on energy conservation and advancing awareness of environmental issues.

A waste reduction goal was met through an end of the year “Clean Your Room” program. This single program diverted several tons of re-usable materials from the landfill by redistributing them to local organizations that service populations in need. Additionally, a Sustainability Lecture Series informed the campus and local community about the impacts of a changing climate resulting in an inspiring discussion steeped in solution as well as action.

Last year marked the final year of the 2008-2012 Capital Plan. The plan was the third Capital Plan since 1998, which provided funding of approximately $65 million ($5.2 million per year) in critical maintenance funding and $39 million for the design and construction of the new Convocation, Athletic, and Recreation Center (CARC.) Since 1998, the total construction funding in these three plans brings the total capital reinvestment in the SUNY Canton campus to over $115 million.

At the request of the State University Construction Fund (SUCF) and as identified in the campus’ recent Facilities Master Plan, the campus submitted a proposed Capital Plan for the period 2013-2018 with a value of approximately $109 million. Projects highlighted in the plan included new Academic/Gateway Building, Chaney Dining Hall Rehab, Dana Hall Rehab, Nevaldine North Rehab, Relocation of M-A Transmission lines, and various building and site utility infrastructure projects. Due to New York State fiscal constraints, the NYS budget did not include the request by the State University of New York (SUNY) in support of 2013-2018 Capital Plan appropriations system-wide.

Campus were also requested by SUCF to reduce scope and/or cancel projects near the end of the 2008-2012 Capital Plan which had impact on various projects including Cook Hall, Chaney Dining Hall, French Hall and Southworth Library Window replacement and site and athletic field improvements.

The campus remains optimistic that SUNY’s request for future capital plan appropriations will be budgeted in forthcoming budget.
Projects recently completed include:

- **Rehab Wicks Hall Second Floor** ($3,234,100) - Project consisted of rehabilitation of the second floor of Wicks Hall including but was not limited to, mechanical, electrical, plumbing, fire alarm systems, sprinkler systems, building control systems, information technology, and interior finishes. Project also included replacement of building exterior envelope including roof, fascia, soffit, exterior lighting, and windows.

- **Site Utility Survey** ($834,085) - Project planned to complete campus wide survey of all site utilities including but was not limited to water, storm, sanitary, electrical, natural gas, and information technology. Survey included, but was not limited to, documentation of existing conditions, capacity assessment, recommendations for repair/replacement, and design and maintenance recommendations.

- **Rehab Pedestrian Footbridges** ($1,375,558) - Project consisted of replacing two existing pedestrian bridges with two new covered bridges including, but was not limited to, inspection and repair to abutments and piers, replacement of site lighting, blue light telephone, and asphalt paved walk.

- **Rehab Nevaldine North** ($2,050,000) - Project consisted of replacing the building exterior envelope including roof, facia, soffit, exterior lighting, windows, exterior doors and vestibules.

- **Rehab Building 18** ($305,000) - Project consisted of replacing the building exterior envelope including siding, roof, fascia, soffit, exterior lighting, windows, exterior doors and vestibules. Project also included exposing the foundation and installing foundation waterproofing and drainage systems, select interior demolition, and removal of hazardous building material.

- **Rehab Chaney Phase I** ($1,200,000) - Project consisted of replacing electrical duct bank and transformers, various plumbing systems, deteriorated floor finishes, and construction of required fire separations between the kitchen and the dining room.

- **Replace Windows in Payson Hall** ($502,892) - Project consisted of the replacement of all exterior windows.

- **Rehab Cook Hall Phase I** ($1,714,317) - Project consisted of rehabilitation of Cook Hall following the events of a fire on February 10, 2012 including, but was not limited to, mechanical, electrical, plumbing, fire alarm systems, building control systems, information technology and interior finishes. Project also included replacement of building exterior including roof, fascia, soffit, exterior lighting, and windows.

Projects nearing completion include:

- **Rehab Chaney Phase II** ($300,000) - This project was originally planned to be a continuation of previous project to include, but not limited to, replacing the building exterior envelope including siding, roof, fascia, soffit, exterior lighting, windows, exterior doors and vestibules; removal of hazardous building materials and replacement of mechanical, electrical, plumbing, fire alarm systems, sprinkler systems, building control systems, information technology, and interior finishes. Due to New York States fiscal constraints and SUCF's request to reduce scope, this project was limited to removal of suspect ACM above the ceiling in the kitchen and replacement of the kitchen ceiling and lighting.

- **Site and Athletic Field Improvements** ($800,000) - Due to New York State's fiscal constraints and SUCF's request to reduce scope, this project was limited to improved pedestrian access from Parking Lot 3 crossing Cornell Drive, improved site lighting along pedestrian access from Parking Lot 3 crossing Cornell Drive, site lighting along existing pedestrian walk within NYPA R.O.W., site lighting along existing drive circling CARC building, additional parking and site lighting at rear of CARC. Emergency access to athletic fields and athletic field improvements including spectator seating, baseball dugouts, softball dugouts, and press box are planned as a future project.

Pursuant to the State University of New York policy, SUNY Canton is committed to fostering a diverse community of outstanding faculty, staff, and students, as well as ensuring equal educational opportunity, employment, and access to services, programs, and activities, without regard to an individual's race, color, national origin, religion, creed, age, disability, sex, gender, identity, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, military status, domestic violence victim status, or criminal conviction. Employees, students, applicants, or other members of the campus community (including, but not limited to, vendors, visitors, and guests) may not be subjected to harassment that is prohibited by law or treated adversely or retaliated against based upon a protected characteristic.

The University's policy is in accordance with federal and state laws and regulations prohibiting discrimination and harassment. These laws include the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964 as Amended by the Equal Employment Opportunity Act of 1972, and the New York State Human Rights Law. These laws prohibit discrimination and harassment, including sexual harassment and sexual violence.

Inquiries regarding the application of Title IX and other laws, regulations, and policies prohibiting discrimination may be directed to the Title IX Coordinator/Affirmative Action Officer, Stacey Basford, at (315) 386-7048 or at basfordsl@canton.edu. Inquiries may also be directed to the United States Department of Education's Office for Civil Rights, 22 Old Slip 20th Floor, New York, NY 10005-2500, Tel. (646) 428-3800, email OCR.NewYork@ed.gov.
Division of Student Affairs

Overview

The Division of Student Affairs includes the following offices: Athletics, Campus Ministries, Personal Counseling, Dean of Students (student advocacy, leadership, civic engagement, and judicial affairs), Diversity and Multicultural Affairs, Greek Affairs, Health Services, Intramurals, Residence Life, and Student Activities. Administrative responsibility for these departments is under the direction of the Dean of Students, Courtney Bish.

The number one priority of the Division is to create a supportive and safe environment that facilitates the wellness, retention, intellectual growth and graduation of all students. As such, a wide-variety of resources and services are available to help students transition to campus life and make the most out of their learning experience. Believing that student success is a shared responsibility, the Division of Student Affairs partners with the academic community to provide support for student learning inside and outside of the classroom.

Highlights

Among the Division's many activities in 2012-2013, Counseling presented and co-sponsored 163 educational programs reaching over 10,899 participants; our Health Center served over 4,443 students and offered 123 educational programs that reached over 5,660 students; two of our students served on SUNY's Student Assembly Executive Committee—an exceptional honor; and Athletics completed its first full year with Provisional Status with the NCAA and received approval from the NCAA Division III Membership Committee to move into the second year of provisional status. Additionally, Athletics hosted the Special Olympics for the first time in the college's history with approximately 200 student athletes, coaches, faculty-staff, and administrators giving their time to help make this a successful program.

The Roos' House staff increased revenue by nearly 50% mostly through increases in non-student membership.

Our student social Greek organizations hosted and participated in over 8,100 hours of philanthropic activities within the campus and community, and we also saw a significant increase in student participation in intramural activity with 46 teams and nearly 500 participants.

Additionally, through the work of our Health Educator in collaboration with the Tobacco-Free Committee, we have made great strides to transitioning the campus into a Tobacco-Free campus, which we will premiere in early 2014.

Most notably, the results of the 2012 Student Opinion Survey ranked our student health and personal counseling services, as well as our educational programs on alcohol and substance abuse, high among SUNY’s Technology Colleges and State-Operated Campuses.

Goals

- Continue to develop programs, services, and environments that build a welcoming and inclusive community (e.g., expand residence life education and programming)
- Continue to provide experiences for students that foster self-discovery and support the development of their personal, academic, and professional skills (e.g., Sponsor Leadership Conference and Workshops)
- Continue to collaborate with SUNY Potsdam on campus life activities such as the Civility Initiative and Tobacco-Free Transition, as well as capture mutual programming opportunities, share best practices, and develop further joint initiatives between the two institutions.
- Continue to train and prepare our coaches and players on NCAA rules and regulations and seek partnerships with SUNY Potsdam on team competitions and intramural activities.

Division of Student Affairs

2012-2013 Budget

<table>
<thead>
<tr>
<th></th>
<th>2012-2013 Budget</th>
<th>2013-2014 Budget</th>
<th>Change $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service</td>
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<td>$2,520,479</td>
<td>$190,999</td>
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<tr>
<td>Temporary Service</td>
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<td>Total</td>
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<td>$939,245</td>
<td>($1,664,503)</td>
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*In FY2012-13, SUNY Canton went under a reorganization. Departments that were moved from Student Affairs include: Information Services and University Police. The 2013-14 budget reflects the reorganization, making comparisons to last year difficult.
Division of College Advancement

Overview
SUNY Canton’s Advancement Division is comprised of Alumni, Development, and the Canton College Foundation. Its focus is on the college’s outside constituents: alumni, friends, and community partners and bringing the needs of our students and College to their attention. David M. Gerlach ’83, Vice President of Advancement, is responsible for fund-raising, alumni affairs, and the business affairs of the Canton College Foundation as he is the Executive Director of the College Foundation, Inc., and its wholly-owned affiliates, Grasse River LLC; Hemlock Acres, LLC, Adirondack Roo LLC; and Roo Riverwood.

The Advancement Leadership Team is made up of the following department heads: Peggy Levato, Director of Alumni/Development; Keith Rosser, Director of Financial Operations, Canton College Foundation; and Anne Williams, Assistant to the Vice President.

Mission
The Advancement Division is dedicated to providing the necessary resources that lead to the progression of accessible, affordable, high-quality applied programs that enable students in the North Country, New York State and beyond to achieve their highest potential both personally and professionally.

• The Foundation raised $1,301,679 in gifts during the 2012-13 fiscal year which represented a 25% increase in total funds raised over fiscal year 2011-12.

• The College’s endowment grew to $7,211,132 an increase of 5.3% from the previous year.

• The Foundation provided $386,229 in scholarships and awards to 283 students.

Annual Goals
• Raise significant funds and resources for the College;

• Encourage alumni and friends to support the current students and faculty; and

• Continually build relationships with alumni and other constituents to further the College’s mission.

Highlights
• #1 in alumni participation among SUNY Technology Colleges
• #1 in the nation in alumni participation in giving for public bachelors/associate colleges
• #8 in undergraduate alumni participation rate SUNY wide (5.2%) 
• #14 in overall alumni participation rate SUNY wide (6.3%) 
• #13 in endowment per full-time equivalent student ($2,561/student)

SUNY CANTON
2013-2014 Campus Financial Plan

<table>
<thead>
<tr>
<th>Personal Service</th>
<th>2012-13 Budget</th>
<th>2013-14 Budget</th>
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<td>Total</td>
<td>$341,964</td>
<td>275,171</td>
<td>(66,793)</td>
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</table>

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Karrie A. Mooney, a second year Nursing Student, Robert M. Thompson, SUNY Canton’s 2013 Distinguished Alumnus Award Recipient, and Ruth T. Williams, Thompson-Weatherup Foundation President. Mooney is a recipient of the family foundation scholarship.
RESIDENCE LIFE OPERATING BUDGET

- DIFR
  - Philosophy
  - Planning Assumptions
  - Operating Budget
The Residence Life program attempts to develop an atmosphere in which students grow personally, socially, emotionally, culturally, and academically.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2013-2014 Residence Life operating budget of $4 million funds 35.4 FTE positions. The budget has been prepared in accordance with the flexibility granted by the SUNY Dormitory procedures. These procedures grant campuses greater flexibility in the management of residence hall operations. SUNY residence halls are completely self-sufficient and supported entirely by revenue generated from operations (collection of room fees). Consultation with students concerning the proposed 2013-2014 rates and capital projects was conducted at the Town Hall Meeting.

Future Plans

The four older residence halls are scheduled for major renovations over the next decade. The plan is to renovate one wing at a time (each building has three wings). These projects are slated to begin in January of 2015.

Services Provided to Residential Students Include:

- Time Warner Cable and Internet access in each room
- Unlimited use of laundry facilities
- 24 hour video surveillance in most common areas
- Card swipe access to buildings, combination and/or card swipe access to rooms and suites
- Vending machines
- Furnished social lounges and game rooms
- Fitness center in the Convocation, Athletic, Recreation Center (CARC)

Grasse River Suites is an apartment-style complex with 83 independent living suites. The residence hall is designed primarily for upperclassmen and includes a multi-purpose classroom, and an open courtyard for recreation and outdoor activities.
Operating Budget

The 2013-2014 Residence Life operating budget totals $4 million and funds a total of 35.4 FTE positions. It includes Residence Life staff, University Police positions, Greek Life Coordinator, Student Conduct Officer, Payroll examiner, and physical plant staff.

Laundry, cable, Internet, phones, 30% of campus utility charges, furniture replacement, and other payments are all paid out of the operating budget.

Debt services for past and current construction and renovation projects are also paid out of the operating budget.

All staffing, programs, and facilities projects are intended to advance College goals as well as provide a safe and clean environment, and learning experiences for our residents in pursuit of their education goals.

Planning Assumptions

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

- Residence Hall room rates for a standard double room increased $200 annually from $6,300 to $6,500.
- Residence hall occupancy will remain above 90% in the fall and 80% in the spring semester.
- Contractual salary increases are included within the budget.
- Modest increase in utility costs.
- Other spending costs remain consistent (i.e. furniture replacement, contractual obligations for laundry and Time Warner.)

<table>
<thead>
<tr>
<th>SUNY Canton 2013-2014 Dormitory Income Fund Reimbursable (DIFR) and Grasse River LLC Revenue</th>
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</thead>
<tbody>
<tr>
<td><strong>FALL 2013</strong></td>
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<td><strong>Headcount</strong></td>
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<tr>
<td>Grasse River Suites</td>
</tr>
<tr>
<td>Single Rooms &amp; Double Rooms</td>
</tr>
<tr>
<td>Doubled Single Rooms</td>
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<tr>
<td>Resident Assistant Singles</td>
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<tr>
<td>Heritage Hall</td>
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<tr>
<td>Double Rooms</td>
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<tr>
<td>Triple Rooms</td>
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<tr>
<td>Resident Assistant Singles</td>
</tr>
<tr>
<td>Building Total:</td>
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<tr>
<td>Mohawk Hall</td>
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<tr>
<td>Double Rooms</td>
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<tr>
<td>Triple Rooms</td>
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<tr>
<td>Resident Assistant Singles</td>
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<td>Building Total:</td>
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<tr>
<td>Rushton Hall</td>
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<td>Double Rooms</td>
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<td>Resident Assistant Singles</td>
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<td>Double Rooms</td>
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<td>Triple Rooms</td>
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<td>Resident Assistant Singles</td>
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<tr>
<td>Suite Double Rooms</td>
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<tr>
<td>Building Total:</td>
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<tr>
<td>Campus Totals</td>
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</table>
THE COLLEGE ASSOCIATION

- College Association
  - Overview
  - Highlights
- Dining Services
  - Meal Plan Options
- College Association
  - Highlights
  - Budget Summary
In February 2013, the Board of Directors approved the hire of Porter Khouw Consulting firm to conduct an independent assessing and planning service for campus dining services. Review of current meal plans, number and hours of operations, off-campus merchants program and style of services. The consulting group conducted an in-depth market research devising on-site focus groups and personal interviews with students, faculty, and staff. The scope of the work included recommendations for revenue opportunities, financial analysis, strategic planning, and the pros and cons of self-operating versus contract food services. In April, Porter Khouw Consulting Group presented a draft recommendation to the Board and CA Management. A final report was submitted in May.

The Campus Center Store store expanded convenience express products and increased revenues by $48,000. The convenience express store remained open weekdays until 9 p.m. and opened weekends 5-9 p.m.

Requests for proposals were conducted for College Association auditing and resident laundry services. Poulsen & Podvin, CPA. PC. remains the corporate auditing firm. The five-year laundry contract was assigned to ASI Laundry Solutions replacing ASI Laundry Solutions.

Michael Perry, Executive Director served as Interim Director of Admissions from February through July 2013.

Toni Besio was promoted to Retail Dining Manager in the Fall of 2012. She replaced long-time employee, Sallie Woodley.

Cheryl Robinson retired in May 2013. She had thirty-four years of service working in the administrative office. Dining services will have more direct cooperation with the Student Government Association will be resurrected again this semester.

Dining services will have more direct and consistent communication with students.

Due to recent and impending retirements in both Dining Services and the Campus Center Store, this has created an opportunity to restructure organizationally to best fulfill changing needs.

The Food Service Advisory Committee in cooperation with the Student Government Association will be resurrected again this semester. Dining services will have more direct and consistent communication with students.

The Campus Center Store is continuing to review products and offer collegiate items to restructure organizationally to best fulfill changing needs.

The College Association, Inc. is a not-for-profit educational corporation, whose purpose is to operate, manage and promote services to the entire campus community in conjunction with the goals of SUNY Canton. The core services that the College Association currently provide are dining, retail operations, vending, resident laundry facilities as well as managing the student shuttle bus.

The corporation’s financial results for the fiscal year 2012-2013 reflect a profit of $524,682 before program support of $190,000. College Association provided direct financial support to the SUNY Canton campus comprising of $395,200 in rent and utility payments, $80,000 to the Canton College Foundation and $110,000 in programming support to the President’s fund. The College Association also provided free meal plans to the 30 resident assistants.
Dining Services

Meal Plan Options

As a residential campus, the College requires that all students living in a residence hall participate in a meal plan. College Association's Dining Services offers multiple meal plan options. All of the plans include a Roo Express declining balance account, which can be used at the Campus Center Store, eateries, and vending machines. Roo Express is also accepted at over 20 off-campus locations in and around Canton and Potsdam.

How to Purchase Your Meal Plan:

- Students can select their meal plan through the Admissions Office enrollment packet received in the mail, through UCanWeb or the College Association Office, located in the Richard W. Miller Campus Center, Suite 224. Residential students can make meal plan changes throughout the first week of the semester. Commuter students have the option to select a meal plan throughout the semester.

- A Roo Express account is designed with the commuting student, faculty, or staff member in mind. Participants choose their opening balance and add-on additional amounts as needed. It is their on-campus "debit card." It can be used at any food service location, the Campus Center Store, or vending machines. Roo Express is currently accepted at several off-campus locations in and around Canton and Potsdam area.

19 Meals Per Week plus $300 in Roo Express Credit at $2,150 per semester - The 18-meal plan is designed for those who usually enjoy three meals a day and have a tendency to stay on campus for the weekend. This plan is the most cost-effective option. Students will also receive $300 in Roo Express credit and five guest passes.

14 Meals Per Week plus $375 in Roo Express Credit at $2,150 per semester - Our most popular plan offers 14 of any of the 18 meals served each week at Chaney. It is often chosen for those who desire just lunch and dinner. Students also receive $375 in Roo Express Credit and five guest passes.

10 Meals Per Week plus $450 in Roo Express Credit at $2,250 per semester - This plan is designed for those who generally go home on the weekends or live off campus. Dine at 10 of the 18 meals offered each week at Chaney Dining Center. Students also receive $450 worth of Roo Express Credit and five guest passes.

Grasse River Suites Meal Plan - Five meals per week plus $800 in Roo Express Credit at $1,550 per semester.

Commuter Meal Plan - Four meals per week at $519 per semester. A unique plan designed especially with commuters in mind. Choose from any of the 18 meals offered each week at Chaney Dining Center. Saves students money and no need for them to carry cash!
INCOME FUND
REIMBURSABLE

- IFR
  - Overview
  - Highlights
  - Planning Assumptions
- Comprehensive Fee
- Technology Fee
  - Overview
  - Planning Assumptions
  - Annual Goals
- Intercollegiate Athletic Fee
  - Mission
  - Highlights
- Student Health Services
  - Mission Statement
  - Overview
Income Fund Reimbursable (IFR)

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 2013-2014 fiscal year. Personal service expenditures in IFR accounts are also assessed by the New York State fringe benefit rate. The rate for 2013-2014 will be 55.48%.

For the 2013-2014 fiscal year, the Campus will operate 68 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 Technology Fee, the Alumni Fee assessed by the Alumni Association, the Recreational Facilities Fee, College Fee, Transcript Fee, Placement Fee, and the Orientation Fee.

Planning Assumptions

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

- The fringe benefit rate assessed on IFR personal service expenses will be set at 55.48%.
- IFR accounts subject to the campus overhead assessment will remain at 15.5%.
- All campus IFR accounts will operate in accordance with SUNY’s policy of self-sufficiency.
- Actual IFR allocation need is determined by the analysis of projected revenue and historical and planned expenditures from the specific IFR accounts to reflect actual IFR allocation need.
- The total Comprehensive Fee for 2013-14 for undergraduate students will be set at $735.50 per semester.
Operating Budget

The 2013-2014 IFR Operating budget totals $6,650,000. Major elements include the three broad based fees and the increased reliance on IFR funds by departments when State allocation is not sufficient for their operating needs. These accounts provide funding for 23 FTE positions.

The 2013-2014 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 need cash in excess of the allocation amounts.

SUNY Canton Comprehensive Fee Summary

The SUNY Canton Comprehensive Fee is a major component of the campus IFR account activity. This is a general fee that provides SUNY Canton students access to college services without additional user fees at each location. The Comprehensive Fee for 2013-14 for undergraduate students is set at $735.50. The Fee is comprised of the following eleven groups:

Alumni Fee – Supports the College Alumni Association. Alumni services include; scholarships, gatherings, Alumni Weekend, and the alumni newsletter, After Canton.

Recreational Facilities Fee – Provides membership for the utilization and staffing of the SUNY Canton Fitness Center.

Activity Fee – A mandatory fee imposed by the students for the students. This Fee was passed with an 87% approval of the students. It is used to support Student Government Activities. All student clubs, organizations, newspaper, radio station, intramural activities, and campus events are funded from this Fee. Payment of the Fee enables an individual to join any of the organizations or attend any of the events sponsored by the Student Government Association.

Athletic Fee – A mandatory fee that supports a comprehensive intercollegiate athletic program.

College Fee – A mandatory fee imposed by the State University of New York.

Technology Fee – A fee used to support student access to computer networks; library information systems, multimedia classrooms; engineering, health, and business technologies; as well as future infrastructural modifications and other instructional technologies.

Health Fee - A mandatory fee which provides student health care and health education on campus. This is not medical insurance. Having medical insurance does not exempt you from this Fee.

Transcript Fee - A mandatory fee which provides students with free official transcripts, upon written request, for life.

Placement Fee - A one-time, mandatory fee charged to all first-time students. This gives students access to the career services educational and vocational library with resources for both students who want to transfer and those who are seeking employment. Graduates may use the resources and services of the office at no charge.

Orientation Fee - A one-time, mandatory fee charged to all first-time, full-time students for social, cultural, and educational activities for students related to entering college.

Graduation Fee - A one-time, mandatory fee charged only to those graduating at the end of the semester only.
Technology Fee

Overview

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

- Learning Management System Hosting Costs
- Student Printing Facilities
- Microsoft Software for Home Use (WAH agreement)
- Technology-Enhanced Classrooms and Instructional Technology (classroom PCs, projectors, extron desks, video conference classrooms, etc.)
- Open Access Laptops for Student Loan
- Internet Service Costs

Expenditures are determined by the Assistant Vice President of Information Services/CIO with consultation from the Director of Academic Computing and input from various constituents via: Classroom Committee, Instructional Technology Committee, Faculty Software Survey, and SGA feedback.

Goals for FY2013-2014

- Annual classroom PC refresh cycle in labs, classrooms, and library.
- Annual renewal of MS Work at Home licenses to provide free software to students.
- Annual Time Warner ISP costs for Internet Services
- Annual ANGEL hosting and licensing costs.
- Complete classroom technology upgrades in three new classrooms.

Current Instructional Technology On Campus

- Thirty-four (34) classrooms with instructional desks including projector, document cameras, and computer workstation.
- Twelve (12) classrooms with mobile instructional carts, including large LCD TV and computer.
- Two (2) classrooms with video conferencing technologies in addition to instructional desks.
- Two (2) mobile classroom carts (30 laptops each) for flexible classroom spaces.
- Sixty (60) laptop 'loaners' available for checkout in Southworth Library.

Interesting to Note:

- We do not pay any salaries out of our Technology Fee.
- We offer some Microsoft products completely free of charge to our students to install on their home computers. This is the MS Work at Home (WAH) agreement.
- In 2012, SUNY Student Opinion Survey ranked our computer network (which Technology Fee supports) #1 and our computer services (which Technology Fee supports) #2 in comparison to our peer institutions.

2013-2014 Consolidated Budget Book

SUNY CANTON
Technology Fee

**Budgeted Revenue:**

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<tr>
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<th>Amount</th>
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**Budgeted Expenses:**

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<th></th>
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<tr>
<td>OTPS</td>
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<td><strong>Total Expenses</strong></td>
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SUNY CANTON
2013-2014
Income Fund Reimbursable (IFR)
Technology Fee

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<tr>
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<tr>
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<tr>
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<td><strong>Total</strong></td>
<td>$600,000</td>
<td>$650,000</td>
<td>($50,000)</td>
</tr>
</tbody>
</table>
SUNY Canton Athletics

Mission
Built upon a balance of academic, athletic, and personal excellence, our student-athletes enthusiastically embrace the importance and benefits of their education, athletic opportunities, and personal growth which moves them forward in realizing their full academic, athletic, and human potential.

Highlights
- Roos Athletics has been approved by the NCAA Division III Membership Committee to move forward to Year Two of Provisional Status. It marks another significant step toward full membership, which is granted following four years of provisional membership. This is a significant achievement not only for the athletic department, but also for the image and branding of SUNY Canton as a successful, established four-year institution.
- Hosted the 2012 USCAA National Volleyball Tournament. SUNY Canton Volleyball finished fourth nationally in the USCAA and completed the season with a 25-4 record. The Roos will host the 2013 USCAA Tournament October 21 - November 2.
- Hosted the 2013 regional Special Olympics this Spring. The event featured nearly 200 Olympians and included opening ceremonies, medal presentations, and numerous successful events. The Roos will host the 2014 games this Spring.
- Student-athletes average GPA last year was slightly higher than the overall student GPA (near 3.0) Teams are being challenged to succeed even more.
- Women’s Ice Hockey will be transitioning to compete exclusively against varsity NCAA opponents this year; jumping up from a primarily club schedule last year. This will finalize the addition of five new teams over the past couple of years (volleyball, men’s golf, men’s and women’s lacrosse, and women’s ice hockey.)

Goals
Create a supportive overall educational experience for student-athletes with stable rosters of highly skilled and dedicated student-athletes on each of our teams for a consistently competitive and successful experience. Upon completion of their collegiate athletic experience, our student-athletes are proud to have been part of the Roo Family and remain deeply connected to SUNY Canton athletics and the College throughout their lives.

Community Events and Involvement:
- Assisted numerous elderly and handicapped Canton residents through Roos Hop to Help Day, which sent nearly 200 student-athletes into the community to rake leaves, clean gutters, tidy yards, move furniture, etc.
- Nearly every team hosted/coached youth teams from the Canton area, including: two free soccer clinics with more than 100 kids each night; basketball clinics in both Canton and Ogdensburg; and a volleyball clinic for nearly 30 area youth.
- Conducted numerous team fundraisers such as Men’s and Women’s Cross Country Lake to Lake Fundraiser and Men’s Soccer Goal-a-Thon.

Planning Assumptions
Planning assumptions used in the development of the 2013-2014 Intercollegiate Athletics operating budget include:
- The Intercollegiate Athletic Fee for 2013-14 will be set at $195 per semester.
- Enrollment for the Fall will be approximately 3,800 students, with an estimated full-time enrollment of nearly 3,100.
- SUNY Canton will continue to sponsor seven women’s and seven men’s intercollegiate athletic teams.

SUNY Canton 2013-2014
Income Fund Reimbursable (IFR) Intercollegiate Athletics Budget

<table>
<thead>
<tr>
<th>Budgeted Revenue:</th>
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<tbody>
<tr>
<td>Projected Revenue</td>
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<table>
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<tr>
<td>Total Expenses</td>
<td>$1,123,567</td>
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</tbody>
</table>
Mission Statement

As a team of health care professionals, the Davis Student Health Center is dedicated to providing culturally-competent medical care, educational programs, and student advocacy, which will enhance a student’s well-being and empower a student to become a well-informed consumer of healthcare during their lifetime.

Overview

The Davis Student Health Center is an ambulatory care clinic located in a medically-underserved portion of the State. As a result, the ability of its students to access health care in the community can be difficult, so a vibrant and well-staffed Health Center plays an integral role in maintaining a healthy campus. In 2012-13, the clinic visits totaled 4,443. The Health Center also provided 125 educational programs resulting in 5,660 student and staff contacts. Services provided include:

- Evaluation and treatment for acute illness with free over-the-counter and prescription medication.
- Reproductive health exams and counseling.
- Treatment and follow up of chronic medical illness.
- Health clearances for college athletes, students in Nursing, Physical Therapist Assistant, Dental Hygiene, Early Childhood, travel abroad, and employment.
- Tobacco cessation services, including free nicotine replacement products.
- Confidential HIV testing and counseling utilizing OraQuick testing for immediate results.
- Self-Care Center that provides medication and advice for colds/flus without having to see a provider.
- Allergy shots.
- Blood pressure screening.
- Flu shot clinics.
- Limited lab testing for many acute illnesses at no additional charge (CLIA waived lab).

Passive and active teaching of health issues.

Wellness Fair for the campus community.

Review and maintenance of health records for each student as mandated by New York State Department of Health.

CPR classes.

The Health Center staff also is engaged in programs outside of the clinic. The Director serves as the co-chair of the Middle States Self Study as well as a member of the Council for University Strategic Planning (CUSP), Non-Academic Assessment Committee, Chair of the Campus Safety Committee, and the Emergency Response Resource Group. The Assistant Director chairs the Tobacco-Free Campus Committee, is a member of the Alcohol and Other Drug Committee, and is a CPR instructor.

The Davis Student Health Center holds national accreditation from the Accreditation Association for Ambulatory Health Care, Inc. (AAAHC), the nation’s leading accreditation organization of ambulatory health facilities. This accreditation recognizes the Davis Student Health Center at SUNY Canton as a facility providing quality ambulatory health care in a safe, respectful environment.

Staffing

The Davis Student Health Center is located on the ground floor of the Richard W. Miller Campus Center. It is a department within the Student Affairs Division, which is supervised by Courtney Bush, Dean of Students. Patricia Todd, RN-BC, ANP is the Director of the Health Center and also provides clinical services. Dr. Rosemarie Heisse, D.O. is the College Physician and Medical Director (part-time). Qualitative medical care is also provided by Crystal Simmons PNP, part-time clinical staff Martha Cole, RN, FNP-C and Nancy Harrington, RN, ANP. Supporting the medical provider’s role in delivering care to students, the Health Center also has the following full-time employees: Julie Cruickshank, RN and Associate Director; Jennifer Hynes, LPN and a Secretary I.

The Health Center also offers tobacco cessation services and nutritional counseling hiring contracting with local specialists in the field to provide those services.

Funding

The operation of the Davis Student Health Center is funded by a mandatory Health Fee levied on all full-time and part-time degree students. Currently, the Fee is $146 per semester. The Fee is deposited in the Student Health Income Fund Reimbursable (SHIFR). The SHIFR finances all operating expenses including salaries, fringe benefits, office supplies, office equipment, medical supplies, medical equipment, medications, and laboratory supplies necessary to keep the services available. Additionally, the SHIFR subsidizes the salaries for the full-time Health Educator position, the Director of Personal Counseling, and a part-time counseling position.

Student Involvement in Fee Process

The Student Health Advisory Committee (SHAC) is the main avenue for student input. The SHAC has four student members. Student representatives are selected from the following student groups: Student Government Association, Residence Assistants, Nursing, and Athletics. One of these student representatives must also be a commuter.

Student input is also obtained through other methods. The Health Center utilizes Survey Monkey and sends surveys out via email to students utilizing the Center. The staff has close contact with students during educational programming. Program evaluations are conducted after each program to obtain student feedback. The Health Center staff also works closely with Residence Assistant’s providing programs and employing several student assistants to work on programming and other activities which help to provide feedback.

STATE UNIVERSITY TUITION REIMBURSABLE ACCOUNT

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

- Summer Session
- Winterterm

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

SUTRA expenditures consist of directly related instructional expenses. In addition, overflow tuition beyond that projected by the campus enrollment and financial plans passes through SUTRA for eventual use by the campus.

Planning Assumptions

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

- Summer Session revenues for 2013-14 will be approximately $650,000.
- Winterterm revenue will be approximately $1,650,000.
CANTON COLLEGE
FOUNDATION OPERATING BUDGET

- Mission Statement
- Overview
- Assets
- Highlights
- CCF
  - Comparative Statements of Financial Position
  - Comparative Statements of Cashflow
  - Notes to Financial Report
  - Board of Directors
Mission
The SUNY Canton College Foundation solicits and encourages alumni, friends, businesses, and corporations as well as other foundations to make a gift to SUNY Canton. Tuition does not cover the many costs of operating a growing college. In order to maintain our competitive standing, SUNY Canton relies on several funding sources to meet its priorities: advance academic quality, build stronger support for student excellence, cultivate innovative partnerships, develop and maintain cutting-edge technologies, and enhance campus life.

There are many ways that alumni and friends may support SUNY Canton. Contributions may be made for specific purposes, or they may be unrestricted, allowing SUNY Canton to address its most immediate needs. Your generous gift today will enhance SUNY Canton’s ability to help educate tomorrow’s leaders.

Overview
The Canton College Foundation is a non-profit 501C3 Corporation established in 1973. It is governed by a volunteer board of 36 directors, which includes representation from SUNY Canton’s alumni, faculty, and community members from across the nation.

Assets
The Foundation oversees the management of private funds given to SUNY Canton through the Canton College Foundation. In addition, the Foundation built and leases out the newest residence hall, Grasse River Suites. In an arrangement with the State of New York, who leases the residence hall, the revenue generated after the expenses are returned to the Foundation for investment in the campus. The Foundation assets are valued at $40.1 million and include works of art and cultural artifacts.

Highlights
- The Foundation raised $1,301,609 in gifts during the 2012-13 fiscal year, which represented a 25% increase in total funds raised over fiscal year 2011-12.
- The College’s endowment grew to $7,211,132 an increase of 5.3% from the previous year.
- The Foundation provided $386,229 in scholarships and awards to 283 students.

Comparative Statements of Financial Position

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<thead>
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<th>Assets</th>
<th>6/30/2013</th>
<th>6/30/2012</th>
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<tbody>
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<td>Artwork</td>
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<td><strong>$39,597,684</strong></td>
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<thead>
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<th>Liabilities and Net Assets</th>
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<td>Net Assets</td>
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<thead>
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<table>
<thead>
<tr>
<th>Adjustments to Reconcile Change in Net Assets to Net Cash Provided (Used) by Operating Activities</th>
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<tr>
<td>Depreciation</td>
<td>$496,242</td>
<td>$424,374</td>
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<tr>
<td>Amortization</td>
<td>$55,709</td>
<td>$55,709</td>
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<tr>
<td>Bond Discount</td>
<td>$1,083</td>
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<tr>
<td>Net Realized Gain (Loss) on Sale of Investments</td>
<td>$26,458</td>
<td>($10,639)</td>
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<td>Net Unrealized Appreciation (depreciation) in FV of Investments</td>
<td>$68,369</td>
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<tr>
<td>Discount on Pledge Receivables</td>
<td>($24,086)</td>
<td>$41,479</td>
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<td>Changes in Receivables</td>
<td>$129,703</td>
<td>($351,551)</td>
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<tr>
<td>Changes in Charitable Remainder Trusts (Net)</td>
<td>$1,242</td>
<td>$123,384</td>
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<tr>
<td>Changes in Accounts Payable</td>
<td>($14,099)</td>
<td>($23,964)</td>
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<tr>
<td>Changes in Accrued Expenses</td>
<td>$24,796</td>
<td>$204,625</td>
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<tr>
<td>Changes in Bond Payable</td>
<td>($220,000)</td>
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<tr>
<td>Contributions Restricted for Permanent Investment</td>
<td>($365,102)</td>
<td>($360,629)</td>
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<tr>
<td><strong>Net Cash Provided (Used) by Operating Activities</strong></td>
<td><strong>$888,625</strong></td>
<td><strong>$555,913</strong></td>
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<table>
<thead>
<tr>
<th>Cash Provided (Used) by Investing Activities</th>
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<tr>
<td>Increase (Decrease) in Investments</td>
<td>$1,643,479</td>
<td>$212,506</td>
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<td>Increase (Decrease) in Bond Reserves</td>
<td>($1,358,211)</td>
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<td>Purchase of Property and Equipment</td>
<td>($254,002)</td>
<td>$244,277</td>
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<tr>
<td><strong>Net Cash Provided (Used) by Investing Activities</strong></td>
<td><strong>($1,316,353)</strong></td>
<td><strong>($777,962)</strong></td>
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<table>
<thead>
<tr>
<th>Prior Period Adjustments</th>
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<tr>
<td>Endowed Accounts</td>
<td>$7,211,132</td>
<td>$6,846,031</td>
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<td>Restricted Accounts</td>
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<td>Artwork</td>
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<td>$120,649</td>
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<td>Land</td>
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<td>Cash Holdings</td>
<td>$322,930</td>
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<td>Grasse River Housing Project</td>
<td>($303,377)</td>
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<td>Undesignated Accounts</td>
<td>$4,029,662</td>
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<tr>
<td><strong>Total Corporate Worth - End of Year</strong></td>
<td><strong>$12,498,110</strong></td>
<td><strong>$11,671,008</strong></td>
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### Fiscal Year 12-13 Fundraising Summary

- **Gift-in-Kind, 63,998** 5%
- **Restricted, 641,623** 49%
- **Endowment, 365,102** 28%
- **Unrestricted, 230,956** 18%

- **Fiscal Year Goal:** $716,000
- **Total Gifts Received:** $1,301,679
- **Number of Donors:** 1,743
- **Number of Donors >= $1,000:** 81
- **Number of Donors < $1,000:** 1,662
- **Average Gift:** $747

### Revenues

- **Contributions:** $1,584,026
- **Investment Income:** $914,209
- **Miscellaneous Income:** $167,714
- **Grasse River Suites Income:** $2,433,755
- **Total Revenue:** $5,099,704

### Expenditures

- **Scholarships & Grants:** $751,820
- **Campus Support Events & Activities:** $350,135
- **Administration:** $790,272
- **Grasse River Suites Operating Expenditures:** $2,380,376
- **Total Expenditures:** $4,272,602

### Financial Reports

<table>
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<tr>
<th></th>
<th>6/30/2013</th>
<th>6/30/2012</th>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
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<tr>
<td>Contributions</td>
<td>$1,584,026</td>
<td>$1,339,352</td>
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<tr>
<td>Investment Income</td>
<td>$914,209</td>
<td>$235,075</td>
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<tr>
<td>Miscellaneous Income</td>
<td>$167,714</td>
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<tr>
<td>Grasse River Suites Income</td>
<td>$2,433,755</td>
<td>$2,326,659</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$5,099,704</td>
<td>$4,087,531</td>
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<tr>
<td><strong>Expenditures</strong></td>
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<tr>
<td>Scholarships &amp; Grants</td>
<td>$751,820</td>
<td>$554,263</td>
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<tr>
<td>Campus Support Events &amp; Activities</td>
<td>$350,135</td>
<td>$261,709</td>
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<tr>
<td>Administration</td>
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<td>Grasse River Suites Operating Expenditures</td>
<td>$2,380,376</td>
<td>$2,241,670</td>
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<td><strong>Total Expenditures</strong></td>
<td>$4,272,602</td>
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<td><strong>Endowment Market Value</strong></td>
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<td>Endowed Scholarships</td>
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<td>Restricted Scholarships</td>
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<tr>
<td>Unrestricted Scholarships</td>
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<td><strong>Total Scholarships</strong></td>
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<tr>
<td>Grants</td>
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<td>$28,226</td>
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<tr>
<td><strong>Total Scholarships &amp; Grants</strong></td>
<td>$751,820</td>
<td>$554,263</td>
</tr>
</tbody>
</table>
2013-2014 CANTON COLLEGE FOUNDATION BOARD OF DIRECTORS


Executive Director David M. Gerlach ’83 (2014) - Vice President for Advancement at SUNY Canton; scholarship sponsor.

Secretary Karen Spellacy (2004) - Interim Provost and Vice President for Academic Affairs at SUNY Canton; chair of the Curriculum Committee and Articulation Agreement Committee.


Past Chair Bernard C. Regan ’65 (2006) - Retired from the United Parcel Service’s Corporate Domestic and International Engineering Group; established the Bernard C. Regan Family Endowed Scholarship in support of students from Massena in Air Conditioning or Electrical Engineering Technology curriculums in 2006; funded the Regan Flag Station which is dedicated to the memory of all St. Lawrence County fallen soldiers and veterans; scholarship sponsor.

DIRECTORS:

Dr. D. Dr. Da. Beene (2004) - Professor, Veterinary Science Technology, small and large animal practitioner, 1988 graduate of New York State College of Veterinary Medicine at Cornell; President of Canton Free Library Board of Trustees 2008; New York State Medical Society Executive Board Member; Member of Institutional Animal Care and Use Committee (IACUC) at SUNY Canton; SUNY Potsdam, M. Lawrence University, and Clarkson University.

Joel W. Canino ’87 (2010) - Vice President of Development at Controls and Gemini Power Systems; representative of Baldwinville High School Class of 1957 Scholarship.

Taryn A. Clark ’96 (2013) - Human Resources Manager for Cazenovia Equipment Co., Inc.

Thomas F. Cookley (1981) - Vice President of Administrative Operations at St. Lawrence University; former chair of the Canton College Foundation.

Lisa E. Colbert ’97 (2007) - Associate Professor for Criminal Justice; involved with fundraising efforts on behalf of the Criminal Justice Program and Student Affairs.

Dr. John F. Coulkin ’82 (2007) - Professor of Nursing; very involved with the Maressa Challenge for Nursing Education efforts; B.S., SUNY Institute of Technology; MSN St. Joseph’s College of Maine; Member of the Canton Central School Board of Education.

William D. Demo ’57 (1989) - Owner, Demo Auctioneering and Appraisal Service; retired teacher from St. Lawrence Central after 27 years; served as volunteer fireman for nearly 34 years and still active in fundraising for the department; presently serving in his 47th consecutive year as Councilman for the Town of Brasher; retired from auctioneering business after nearly 50 years but continues to volunteer his services for fundraising events; 2012 Distinguished Alumnus; scholarship sponsor.

Daniel G. Day (1990) - Professor - Accounting; Owner of Hoot Owl Enterprises; involved with many community and civic organizations; town councilman; scholarship sponsor.

Kevin Fear ’87 (2006) - President of Universe Cellular and Dish with locations in Watertown and Fayetteville; scholarship sponsor.

David A. Frawy ’70 (1990) - Owner, Phillips Memorial, Inc., located in Massena and Waddington; Owner, Gay M. Funeral Home in Madrid, SUNY Canton Funeral Services Advisory Committee; involved with many service organizations; scholarship sponsor.

Walter J. Haig ’89 (2007) - Vice President at Bentley Systems, Inc., based in Clifton Park, New York; establishing an endowment.


Dr. Joseph C. Hoffman (2013) - SUNY Canton Acting President.

Sylvia M. Kingston ’78 (2000) - Owner, Josie’s Little Pizzeria and Sylvia’s Lounge and Eatery; Canton Village Trustee; scholarship sponsor.

Martí K. MacArthur ’74 & ’78 (2009) - Committee Chair for the Centennial Gala Auction fundraiser in 2006 and raised $40,000 for an unrestricted endowment; Member of the SUNY Canton Alumnus Board; involved with the E.J. Noble Guild, United Helpers, and several other organizations; 2007 Distinguished Alumnus.

Dale D. Major ’70 (2011) - Alumnus Association President and Electrical Engineering Major, 2008 Distinguished Alumnus, recipient of the W.T. Wheeler Award for outstanding service to developmentally disabled individuals, active volunteer for Boy Scouts for over 25 years, and winner of the Silver Beaver Award for distinguished service to youth; scholarship sponsor.

Dr. Kasheed Mohammad ’60 (2011) - Graduated from SUNY Canton in 1960 and went on to earn a PhD, JD and an RD. He has had an outstanding career in nutritional science. He is the co-inventor of the liquid form of Splenda and holds many other patents.


Robert B. Rayno ’58 (2008) - Former Director of Development and Canton College Foundation Vice President; Chair of the Centennial Campaign’s Business Relations Committee; volunteer working with significant donor prospects, scholarship sponsor.

Jon A. Richardson ’67 (2006) - Executive Director of the Priesia Diamond Club, which is the winter home of the San Diego Padres, strong ties to many major league baseball contacts.

Marilis D. Souza’afoda (1990) - Retired English teacher at Indian River School District, 30 years; active in civic organizations; establishing an endowed scholarship.

Carl W. Trainer ’77 (2005) - Owner of Trainer Funeral Home, Inc., in Boonville, New York; serves on the SUNY Canton Funeral Services Advisory Committee; scholarship sponsor.

Rosella Todd Valentine ’68 (1977) - Retired Office Technology Teacher, Northeast Tech Center, Ogdensburg, New York; enjoyed a 31-year teaching career; New York State’s first “Teacher Ambassador for Occupational Education,” New York State Education Department, Albany; former Vice Chair, Canton College Foundation; former President, SUNY Canton Alumnus Association; received Heuvelton Central School’s first “Alumni Hall of Fame” designation; former Board member of the Frederick Remington Art Museum, and Planned Parenthood of Northern New York; Chair of two United Way campaigns; active in Florida now as a member of Lake County League of Women Voters, and poll worker for Florida elections in Lake County.

Michael L. Varley ’85 (2006) - President of Varley Appraisal Group, Inc., Ogdensburg, a real estate appraisal firm.

Thomas V. Walch ’96 (2001) - Executive Vice President for Burnham, New York, Inc., New York City, specializing in processing building permits and other critical approvals that impact construction; established an endowment in support of alcohol education.

James W. Wert ’57 (2011) - Retired executive for Dipton Company, Mr. Wert is active in many organizations in his hometown of Hendersonville, NC.

Joseph A. Wefly ’89 (2012) - Zeta Alpha Phi brother and led a successful fundraising campaign to establish an endowment benefiting the campus in the fraternity’s name; Geospatial Database Developer at SAIC and previously worked for URS Corporation and Lockheed Martin Information Systems.

Guilford D. White ’68 (2008) - Created and administered Equal Employment Opportunity programs for the International Association of Bridge, Structural, Ornamental, and Reinforcing Ironworkers Union in Washington, DC; helped bring Class 3 Casino Gaming to the Akwesasne-St. Regis Mohawk Reservation; published a nationally recognized Native Peoples’ newspaper called the People’s Voice, 2011 Distinguished Alumnus, established a scholarship endowment.

Barbara R. Wilder ’53 (2009) - Active in the community; Former Trustee of the Benton Library Board, Canton Methodist Church, and Canton First Baptist Church, First Board of Directors for Cooperative Extension, 4H Division, and the Canton Garden Club; Volunteers for the American Red Cross, Well Child Clinics, and the Canton Rescue Squad.

Ronald L. Woodcock ’59 (1987) - Partner, 600 Erie Place Partnership; former owner/partner, Woodcock and Armani; former member of the Air Conditioning Engineering Advisory Committee; national chairman of the “Building on the Tradition” campaign in the 1990’s; Distinguished Alumnus 1989; New York State Confederation’s Distinguished Alumni Award 1990, Co-Chair with his wife Blanche ‘66 of SUNY Canton’s Centennial Campaign “Cultivating the Minds of Tomorrow,” scholarship sponsor.

HONORARY DIRECTORS

Walter M. Armstrong, Jr. ’56
D. Edgar Clace ’59
Dr. Earl MacArthur
Dr. Solomon Cook
Robert A. Noble, Jr.
Charles F. Goldenson
Jay F. Stone ’62
SHARED SERVICES AND ORGANIZATIONAL CHARTS

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

SUNY Canton & SUNY Potsdam, Innovators in Sharing Services

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

Completed in 2012-13:
- Human Resources and Payroll, headed by shared Assistant Vice President/HR Director Mary Dolan, is now one department across both campuses.
- Environmental Health & Safety has a shared Director, Calvin Smith.
- University Police has a shared Chief of Police, John Kaplan.
- A shared employee compliance program has been put into place headed up by shared Compliance Training Coordinator, Stacey Basford.
- Information Services has a shared Assistant Vice President/Chief Information Officer, Kyle Brown.
- Sustainability has a shared Coordinator, Kelly Carter.
- Library has a shared Inter-Library Loan Officer, Glen Bogardus.
- Print Shop is a leader in SUNY, not only servicing both Canton and Potsdam, but many other SUNY campuses, under the direction of Director Dan Wilson.
- Canton and Potsdam are running a joint P-Card (purchasing) program.

On the Horizon for 2013-14:
Several administrative areas are exploring opportunities through shared services, allowing them to work more collaboratively and efficiently. In 2013-14, the following areas are slated to finalize their agreements:
- Student Accounts: Collaborative program through Higher One.
- Purchasing
- Accounts Payable
- Travel and Travel Card Program
- Budget Office

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

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

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

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

Shared Services helps the campuses in:

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

In Fiscal Year 2013-2014, SUNY Canton and SUNY Potsdam will continue their work in shared services by completing the union of the Procurement, Accounts Payable and Travel Departments, as well as the Budget Office. Information Services will continue to work towards standardizing processes across both campuses as the two departments move toward working more closely together.

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