



**About College Association, Inc.**

The College Association, Inc. (CA) is a 501(c)(3) not-for-profit corporation governed by New York Not-for-Profit Corporation Law and managed by a Board of Directors. For over 50 years, the College Association has been supporting the campus community and the student experience at SUNY Canton. Currently, CA operates a variety of services, including campus dining programs, retail operations, catering, spirit shop, convenience store, campus IDs, student mail services, and contracted services for textbook administration, vending, laundry services, and student health insurance. CA also provides accounting and banking services for student government and agency accounts.

The Board of Directors is comprised of three (3) Presidential Appointments, four (4) faculty representatives, and four (4) enrolled students of the Student Government Association (Student Government President, residential student, commuter, and non-traditional). College Association, Inc. is contracted with SUNY Canton for its services and approved by campus and the SUNY System. CA takes great pride in offering an exceptional customer experience and delivering high quality programs with accountability while utilizing innovative and sustainable operations.

**Budget & Service Utilization**

The Board of Directors approves an annual budget and the corporation is audited annually. As of Fall 2023, and in subsequent years, the proposed budget will be presented by CA to the Board of Directors each fall with a vote for approval in October. The organization uses a conservative and consultative approach to set the annual operating budget projections. CA utilizes internal data and estimates on enrollment and residential capacity, as well as considers external factors pertaining to labor, fringe, and product expenses. Information from peer and aspirant colleges are also examined, including services offerings. For auxiliary comparisons, College Association is considered self-operated. By percentage, the residential meal plan program is the largest revenue generator at approximately 75 percent of overall sales.

**2022 – 2023 Financial Review**

CA’s 2022 – 2023 forecasted budget was passed at \$5,578,750. This was based upon projected sales of 1,525 meals plans (traditional and Kennedy Hall). Although fall tracked closely, the Spring 2023 semester attrition was much higher than anticipated. The reduction in meal plans represents approximately a \$396,000 loss of expected sales revenue. The commuter plan was also entirely redesigned to better meet the needs of this cohort. The resulting plan changes were well received with a 27 percent increase in plan sales. Retail dining performed well with a sales increase of 15 percent. The Campus store realized a 9 percent sales decrease which can be attributed to a reduction in apparel sales.

**2018 – 2024 Total Sales (Trend View)**

2018	2019	2020	2021	2022	2023	2024 (Projected)
\$7,096,662	\$7,498,809	6,512,862	\$4,621,375	\$4,907,735	\$5,060,287	\$5,332,200

### 2018 – 2024 Net Operating Results\*

2018	2019	2020	2021	2022	2023	2024 (Projected)
\$833,107	\$899,898	\$601,394	(\$100,771)	\$209,650	\$254,131	(\$186,758)

\*(Revenue after R&U, before Programs)

### 2018 – 2024 Net Profit

2018	2019	2020	2021	2022	2023	2024 (Projected)
\$414,679	\$487,440	\$283,779	(\$100,771)	\$41,800	(\$79,544)	TBD

As the campus continued to move beyond COVID, a smaller campus traffic (residential and campus community) pattern was expected. CA, with approval from its Board of Directors, has elected to take a long-range view to examine post-COVID enrollment before making large-scale service and operational changes. For 2022 – 2023 a budget loss was forecasted and expected with the corporation prepared to use reserves to cover operating deficits; however, CA applied for and received an employee retention credit (ERC) of \$740,000 to offset losses without utilizing reserve funds for 2022-203.

CA is pleased to report continued achievements in the following areas:

#### 1. Supporting the Student Experience

- a. CA is one of the largest student employers on campus with ~100 students on payroll, earning \$171,279 in wages.
- b. Initiated “Swipe it Forward,” a meal donation program to improve food access, as well as coordinated with campus offices to collect unused food and household goods.
- c. Added resources and tutorials for students and faculty to improve access and adoption within the online textbook provider.
- d. CA contributed \$100,000 to the College Foundation in 2023, the annual donation of a \$900,000 pledge from 2015, \$75,000 to the President’s Fund, \$10,000+ to campus events, and \$10,000 to create an endowed fund in Mike Perry’s name for student scholarships.

#### 2. Customer Experience

- a. Connections, a new faculty and staff discount program offered a 20% discount on specified dollar intervals – first year yielded \$11,800 and the program was rated highly.
- b. Loyalty cards were implemented at all retail restaurants to honor frequent shoppers – 328 were used, which is 64% above the initial goal.
- c. Appreciation days – CA recognized 8 areas on campus and offered special discount days
- d. Implemented mobile ordering for two dining locations.
- e. Expanded meal plan programming through the 3<sup>rd</sup> Thursday Program to focus on international culture, conducted a “recipe from home” contest, and customer selections for weekly specials
- f. Scorecard metrics for customer service and cleanliness were 88% and 95%, respectively
- g. Worked with the Student Dining Committee and a Student Intern to explore the feasibility of a takeout option – purchased the Ozzi system and implementing Fall 2023

#### 3. Employee Engagement

- a. In the past year, ~24% or (15/63) of the CA workforce experienced some form of job growth (i.e. role, title, duties, union schedule).

- b. Added a variety of appreciation programs, including raffles, giveaways, co-worker appreciation board, CA jackets, employee picnic, and optional First-Aid training.
- c. Improved communication and training by implementing a four-part OJT training program, new orientation manuals, roundtable discussions, monthly newsletter, and weekly update notice.

#### **4. Community Support**

- a. NYS Purchasing - 8% (or \$59,093) of total food purchases – grown and/or processed.
- b. CA spends \$962,530 (26.2%) within a 25-mile radius; \$627,927 (17.1%) within a 200-mile radius.
- c. \$2,896,063 (78.9%) is spent by CA within NYS, 57% being directly within the North Country.
- d. The Campus Store donated new clothing to an area HS school each year to be given away to students in need via the School District.

### **2023 – 2024 Budget Summary**

CA has limited ability to increase revenue as sales are tightly tied to residential enrollment. Over the past 16 months, increased programs and offerings were made available to faculty and staff in order to generate additional revenue. Strategies are in place to control costs to the extent possible without altering desired services; however, many expenses are mandatory. Therefore, in an effort to not make radical operational adjustments, a similar approach regarding budgets is being taken in Fiscal Year 2024 as well, regarding the potential use of reserves and/or the final installment of a potential ERC while residential enrollment is evaluated to prepare strategy beyond 2024.

#### **Expenses – Direct**

- Food cost is budgeted at 19.5% of Chaney dining revenues and 31.5% in retail operations. Although food costs have risen substantially, CA's current distribution contract has ended due to an acquisition which may provide the organization improved buying power under a separate contract with another national provider (6% above provider cost which is 1.5% better than the previous contract). The dining management team emphasizes quality at reasonable prices and will be poised to better track real time pricing via new supply chain software.
- Labor, minimum wage and benefit increases have been factored into budget projections.

#### **Expenses – Indirect**

- All ASC's are required by SUNY to comply with New York State's Article 15A of the Executive Law related to set purchasing goals from minority and women owned business (MWBs). This necessitates hiring a 3<sup>rd</sup> party at a cost of \$21,000/year to manage bid processes and compliance requirements.
- Catering services have numerous indirect costs associated with delivery, linens, vehicle, event size, and season. Whereas many campuses factor these indirect costs into menu pricing or utilize service charges, CA does not currently include these costs into its structure. New catering guidelines and program offerings will be explored in 2023 – 2024 that continue to deliver exceptional service while better accounting for these indirect costs.
- CA's bad debt expense (uncollectable) is factored into the annual projections; however, with the new domestic student health insurance service, the uncollectable may fluctuate.

#### **Revenue**

- Net operating results after rent and utilities is forecasted (\$186,758). Over the course of three fiscal years, expected deficits have been mitigated through PPP & ERC. Operating reserves have not been used.

### **Future Planning**

Each year, CA attempts to offers the campus community improvements and new opportunities. In Fall 2023, CA will be implementing a self-serve micro-market in a renovated vending area, a sustainable takeout system (Ozzi) through the meal plan, a local products section within the Campus Store, the micro-fridge leasing program for residential students, and new menu items at the retail dining locations. In addition, CA has taken on an added contract for campus (domestic student health insurance).