Student Conflict Resolution Center

January 27, 2014

Fees Request for 2014-15 and 2015-2016 Academic Years

128 Pleasant St., 254 Appleby Hall, Minneapolis, MN 55455

Address

612-624-7272 612-626-6677 sos@umn.edu
Phone Fax Email

“We acknowledge that the Fees Committee does not award actual dollars, but rather a penny fee that earns dollars based upon student enrollment levels. Any differences between anticipated and actual income resulting from changes in enrollment are the responsibility of the Administrative Unit, not of the Fees Committee.”

Jan Morse Erin Cowles
Preparer’s Name Co-Preparer’s Name

morse005@umn.edu cowl0044@umn.edu
Preparer’s Email Co-Preparer’s Email
Section I: Narrative:

- Provide mission / vision statement, inclusive of organizational goals
- Depict the make-up of the administrative unit: services, programmatic areas, etc.
- Illustrate need within the University community, inclusive of how administrative unit meets said need
- Detail student benefit derived from administrative unit, whether or not students utilize services
- Describe student involvement within the administrative unit

Mission:
In 1968, the Student Conflict Resolution Center (SCRC) was created to respond to students’ concerns and complaints. In addition to working on individual student issues, SCRC also identifies challenges and possible solutions to the problems created by the bureaucratic structure and decentralized nature of the university. SCRC provides information on resources, apprises individuals of their options, and ensures students’ rights are protected.

Vision:
SCRC strives to respond to students’ University-based problems and complaints.

Organizational Goals:
- To maintain an overall approval rating of 90% or higher
- To improve the response to reports of academic harassment
- To look for new opportunities for marketing and outreach

SCRC Core Values:

**Integrity:** Conducting all activities responsibly with equity and accountability to the U of M community

**Service:** Supporting the U of M community by providing innovative and high quality services

**Respect:** Embracing a range of differences of people and viewpoints

**Collaboration:** Promoting positive interactions among all members of the U of M community

Make Up & Services:

Students using SCRC services can expect to work with an Ombudsman and/or an Advocate.

- **An ombudsman** investigates complaints or grievances directed at an institution by members of its community. The ombudsman advises the complainant of available options, proposes a settlement of the dispute, and/or prompts systemic changes in the institution to eliminate future disputes. SCRC works from an impartial stance toward a fair and reasonable solution. This is an important step in resolving disputes informally and confidentially. SCRC also provides educational trainings and workshops to the U of M community.

- **An advocate** provides the student with information about disciplinary and grievance procedures. When all of the prehearing settlement options have been exhausted, the advocate prepares witnesses, researches issues, and assists students with the hearing presentation. The advocate functions independently, and consults regularly with the ombudsman staff. All communications between the advocate and the student are confidential.
In order to maintain neutrality, the Ombudsman Staff do not represent students in formal University proceedings. After an Ombudsman has exhausted all informal resolution options, a case may be forwarded to an Advocate. Students are represented by Advocates at formal University hearings. The diagram below provides a basic illustration of this division.

<table>
<thead>
<tr>
<th>Informal</th>
<th>Formal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information:</td>
<td>Questions:</td>
</tr>
<tr>
<td>*Admissions</td>
<td>*Grading Concern</td>
</tr>
<tr>
<td>*Registration</td>
<td>*Instructional Issue</td>
</tr>
<tr>
<td>*Policies and Procedures</td>
<td>*Holds</td>
</tr>
<tr>
<td>*Student Employment</td>
<td>*Intellectual Property</td>
</tr>
</tbody>
</table>

Primary Function:

The primary function of SCRC is to assist students in resolving campus-based problems. The SCRC staff work to pursue timely and fair resolutions to students’ concerns. Students are provided with an accessible, supportive and efficient process. Most cases are resolved in less than two weeks. SCRC responds to students’ frustrations caused by University “red tape.” SCRC strives to improve the U of M experience by addressing individual needs and responding to clients who feel powerless or unfairly treated.

SCRC also works proactively within the University community. This is accomplished by:

- Preventing problems by locating sources of common complaints and proposing changes in policy and/or practice.
- Distributing useful information to the University community in the form of an email to all students twice a semester and semi-annual emails to all faculty with resources such as “Suggestions to Instructors for Reducing Course-Related Complaints” and “Resources for Researchers.”
- Educating the University community by defining and modeling collaborative methods of conflict resolution.
- Offering workshops and training on conflict management.

The SCRC website includes new DIY resources for students to improve their course success, handle group projects, deal with roommate conflicts, manage stress, and address other university-based problems. The SCRC director is the founder and chair of the University’s Academic Incivility Work Group. This group developed the “Working Better Together” website: www.wbt.umn.edu. The site features tools to address academic harassment and improve advising-mentoring of graduate and professional students. The advising tools comprise the “Gradvising” website, recently launched by the Graduate School.

A new area of service is to assist students in the development of professional skills. Conflict management has been identified by potential employers as a top criterion for new hires. Ombudsmen are teaching a course on development of professional skills in spring 2014 and offering workshops to various groups of students.

Additional examples that highlight SCRC functions will be available in the committee presentation.
The University of Minnesota is large and complex. University students encounter a variety of problems such as grading and instructional complaints, academic progress, registration issues, financial aid, and student health insurance. SCRC works to resolve these problems and concerns at an individual level. Where appropriate, SCRC gives critical feedback to the university and serves as a catalyst for institutional change in order to prevent future problems. Staff members are trained in Alternative Dispute Resolution (ADR) methods. The ADR process is often preferable to the lengthy adversarial grievance procedure. Additionally, outcomes are achieved with a minimum expenditure of students’ resources. SCRC is the only organization on campus that resolves University problems in this manner. Ombudsman and Advocates serve a vital role in creating a more responsive environment for students to pursue their academic goals.

Furthermore, SCRC is also the only organization on campus that provides representation for students in grievance and disciplinary proceedings. For example, when a student is dismissed from the University, accused of academic misconduct or charged with violation of the University Student Conduct Code, an Advocate will assist the student in preparing and presenting their case. Advocates have insight and extensive experience with formal processes at the University.

The full range of services provided by SCRC is unique and not available through any other office on campus. College advising offices provide students with general information on how to handle academic problems. Disability Services, International Student and Scholar Services, and the Gay, Lesbian, Bisexual, Transgender, Ally Programs Office provide advocacy and support for specific populations on a limited range of issues. MSA and GAPSA seek to recognize and address general student concerns. University Student Legal Service assists students with off-campus legal problems. SCRC works collaboratively with these organizations and frequently receives referrals from them.

University Community Needs:

The most recent Student Unions and Activities (SUA) fee survey revealed that 86.4% of all respondents gave a very high/high (61.7%) or medium (24.7%) priority to “services to help deal with problems within the University.” This represents the second-highest priority among the eighteen services and programs listed.

SCRC directly serves students with campus-based problems or complaints. SCRC facilitates the resolution of student issues by:

- Listening to the student’s problem.
- Working collaboratively with the student to develop options.
- Making contacts on behalf of the student.
- Identifying appropriate policies and/or resources specific to the student’s situation.
- Arranging and facilitating meetings between parties in a dispute.
- Representing students in formal proceedings before University panels.
- Gathering relevant information to assist students in preparing and submitting petitions (i.e. financial aid problems, tuition refunds and housing appeals).
- Providing information and assistance for students filing academic complaints or grievances (SCRC is listed under the Informal Resolution section of the U of M Student Academic Grievance Policy).
- Referring students to another office if SCRC is not the appropriate forum for their situation.
SCRC’s individual case work is complemented by its community outreach and educational work, which includes the following:

- Ombudsmen and Advocates develop and present workshops for students, faculty, and administrators regarding anti-bullying strategies and conflict management skills.
- SCRC sends a semi-annual email to instructional faculty entitled “Suggestions for Reducing Course-Related Complaints” and “Resource for Researchers.”
- Office representatives meet annually with college advisors, CA’s, and orientation leaders to inform them of SCRC’s services.
- SCRC provides information and web tools to the U of M community on a dynamic website.
- Each semester SCRC sends students two emails offering assistance and apprising community members of the office’s services.
- Ombudsmen present information on how to deal with academic incivility at graduate and professional school orientation sessions.

Student Benefit:

SCRC provides direct and indirect benefits to University of Minnesota students. SCRC assists students in resolving individual concerns. In the process of identifying individual concerns, SCRC also works on cases that have implications for the entire student population. Some of the most common student issues are related to instructors, grades, and concerns about academic progress.

Students who encounter university-based problems are able to consult with a knowledgeable ombudsman in a confidential manner. Clients are provided with options, resources, access to mediation services, and conflict management assistance. In addition, SCRC Advocates offer support to students involved in disciplinary proceedings at the University. Some students are able to claim a financial reimbursement. In the 2012-2013 academic year, SCRC saved students $268,576 in fees, fines, financial aid, tuition, and refunds.

The University community benefits from:

- SCRC provides a safe place and confidential process for student and faculty to resolve conflicts in a cooperative and productive manner.
- SCRC’s frequent involvement in the resolution of critical policy issues that affect all students.
- Education on improving mentoring and advising of graduate/professional students.
- SCRC’s workshops on conflict management skills.

SCRC’s involvement with an individual student issue may result in the revision of current departmental policy or course syllabi. One such case involved a student who missed a final exam. The professor followed the departmental policy and refused the student’s request for a make-up exam. After resolving the individual case with an appeal to the department chair, SCRC staff went to the University Senate with a recommendation that late exams be offered to students when legitimate conflict arises. This proposition was ultimately approved as official Senate policy (http://www.policy.umn.edu/Policies/Education/Education/MAKEUPWORK.html). This case illustrates how an individual’s problem can evolve into a policy change relevant to the entire student body.
SCRC’s resource “Suggestions to Instructors for Reducing Course-Related Complaints” (http://www.sos.umn.edu/stafffaculty/reducingcomplaints.html) gives instructors tips to reduce classroom complaints. This tool is sent to every instructor at the beginning of each semester. The document offers recommendations concerning grading procedures and course administration. The link also includes a syllabus supplement designed to clarify course expectations and reduce student complaints. Many instructors have utilized these recommendations, and report the document is a useful resource.

The University of Minnesota Twin Cities is a multi-campus, multi-college experience. The structure is complex and difficult to navigate; this contributes to student problems. SCRC staff is trained in conflict management and experienced in dealing with University policies and procedures. The staff also maintains a network of direct contact with key offices to help improve efficiencies and outcomes for students. Access to SCRC’s expertise helps students achieve better outcomes for their individual issues. SCRC staff also educates Community Advisors, Orientation Leaders, and Teaching Assistant through training programs. These are examples of how SCRC works to increase awareness about conflict resolution within the campus community.

Student Involvement Within Organization:

SCRC staff includes four University of Minnesota students: two graduate and two professional (law students). These students participate in all aspects of the budgetary process. SCRC staff holds weekly meetings to discuss trends in cases, identify policy concerns, evaluate financial structure, and specifically discuss how the activities of SCRC are meeting the needs of the campus community.

The SCRC Advisory Board is comprised of six faculty/administration members and eight students. The Board monitors SCRC activities and consults with SCRC staff on budgetary and financial matters. The Board meets once a semester to review all aspects of SCRC services with particular emphasis on programmatic and financial concerns.

In addition, evaluations are sent to students when their case is closed. The evaluations provide students with the opportunity to comment on their experience with SCRC services. The responses are used to identify areas for improvement. The evaluations help guide SCRC’s resource allocations to meet the changing needs of our diverse campus community. The 2012-2013 survey data will be presented at the hearing.
Section II: Organizational Chart

**SCRC Advisory Board 2013-14**

**Students**
- Meghan Mason, Graduate Student
- Mollie Sprouse, Graduate Student
- Cora Bollinger, Undergraduate Student
- Andy Bonifas, Undergraduate Student
- Amelia Keesling, Undergraduate Student
- Matt Paulbeck, Undergraduate Student
- Ruth Sheldon, Undergraduate Student
- Andrew Stone, Undergraduate Student

**Staff**
- Melissa Anderson, Professor, OLPD
- Barbara Becker, Attorney, USLS
- Eugene Borgida, Professor, Psychology
- Carolyn Chalmers, Dir., Office for Conflict Resolution for Employees
- Douglas Ernie, Assoc. Prof, EE and CE
- Glenn Hirsh, Director, UCCS

**Director**
Janet Morse

**Administrative Support**
Matthew Moltaji
Erin Cowles

**Associate Director**
Michael Huyen

**Advocate**
- James Henson
- Noah Lewellen
- Michael McBride

**Ombuds Staff**
- Molly McAvoy
- Fernando Rodriguez
Section III: Unit Performance Report

☑ Participation/attendance figures
☑ Survey results
☑ Number of students served
☐ Hours of operation

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Participation / Attendance Figures:

<table>
<thead>
<tr>
<th></th>
<th>Fall 2012</th>
<th>Spring 2013</th>
<th>Summer 2013</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education/Workshops</td>
<td>28</td>
<td>18</td>
<td>14</td>
<td>60</td>
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<tr>
<td>Participants</td>
<td>601</td>
<td>416</td>
<td>1,580</td>
<td>2,597</td>
</tr>
</tbody>
</table>

Number of Students Served:

<table>
<thead>
<tr>
<th></th>
<th>Fall 2012</th>
<th>Spring 2013</th>
<th>Summer 2013</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Individual Cases</td>
<td>221</td>
<td>216</td>
<td>132</td>
<td>569</td>
</tr>
<tr>
<td>Money Saved</td>
<td>$71,957</td>
<td>$59,254</td>
<td>$137,365</td>
<td>$268,576</td>
</tr>
</tbody>
</table>

Survey Results:

Criteria for Success/Long-term and Short-term Goals
SCRC’s measures success with student input (evaluations) and an informal review process which considers the following questions:

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
<td>Was the desired result achieved for our client?</td>
</tr>
<tr>
<td>☒</td>
<td>☐</td>
<td>Did the office identify policy and systematic problems within the University?</td>
</tr>
<tr>
<td>☐</td>
<td>☐</td>
<td>Has SCRC been able to maintain mutually a beneficial working relationship with complementary campus offices?</td>
</tr>
<tr>
<td>☐</td>
<td>☐</td>
<td>Did the staff work collaboratively to resolve the student’s issue?</td>
</tr>
</tbody>
</table>

SCRC does not judge success exclusively on whether a student “wins” their dispute. Success may be measured by the degree to which the student has been provided the opportunity to constructively proceed in exercising their options within the University system. SCRC strives to provide comprehensive services to students while equipping them with the tools to solve future problems independently.

The “buck stops here” philosophy is a hallmark of SCRC’s approach. Students may require an Ombudsman or Advocate to consult with other campus offices. Staff members make contacts on behalf of the student or accompany a student to a resource. After meeting with the resource, students are contacted to ensure their needs have been met. This process helps prevent students from getting lost in the campus bureaucracy. SCRC’s years of quality service has established continuity and credibility in the University community. These attributes contribute to the office’s success.
Goal Measures
SCRC goals are measured by analyzing the results of student evaluations. The evaluation responses enable SCRC to gauge current effectiveness and allocate future resources. This practice enables the office to maximize its resources and tailor future goals to the needs reflected by the student evaluations.

Evaluations
Students are sent an evaluation when their case is closed. The confidential form is accompanied by a closing letter from the staff member who worked with the student. The student is asked to review the case outcome and service levels related to their issue. Individual evaluations are reviewed and discussed at weekly staff meetings. The collected evaluation results are used to determine the extent to which SCRC goals are being met. Evaluation results are also used to continuously improve SCRC services to the University community. SCRC complements the evaluation results by compiling detailed statistics regarding the number, nature, and types of cases handled by the staff. These statistics provide SCRC with a more comprehensive mechanism for determining the most efficient and effective allocation of resources.

Complete year-end data for 2012-2013 will be presented at the subcommittee hearing.

Hours of Operation:
The Student Conflict Resolution Center is open:
- Year round
- 8:30 – 4:30, Monday – Friday, and by appointment if necessary
- The office is closed for official University holidays

Section V: Reserve Accounts

- Name of the account
- Current amount in the account
- Purpose of the account
- Additional information the committee may find helpful

SCRC does not have a separate account specifically for reserves. SCRC’s reserves are the ending balance for each fiscal year. SCRC’s ending balance was $62,795 in FY13. The ending balance forecast for FY14 is $20,781. This account is used for all of SCRC’s expenses and revenues, listed in Section IV: Fiscal Page.

Having a reserve is a responsible fiscal practice. SCRC would like to rebuild its reserve to 10-15%.
Section VI: Financial Footnotes

☒ Any carry-forward from the previous year
☒ Significant changes that cannot be properly explained on the fiscal page
☒ Any sweeping salary and fringe benefit increases

The carry-forward is being spent down as recommended by the Student Service Fees Committee. The forecasted ending balance for FY14 is $20,781, which will then be the carry-forward for FY15.

The deferred revenue line is for penny fee changes and other changes from within the Administrative Unit. This number will fluctuate depending on predicted versus actual student enrollment.

In FY13, Advocates and part-time Ombudsmen worked fewer hours than they had in FY12. In FY14, Advocate hours and Ombudsmen hours are on track to surpass the number of hours worked in FY12.

Due to an increase in client demand in FY14, another Advocate was hired. Give recent trends, this position will likely be permanent.

In FY14, there will be 27 instead of 26 pay periods. The FY15 Budget for salaries reflects a 2.5% increase based on the FY14 Forecast, but with 26 instead of 27 pay periods.

SCRC has two kinds of employees: Academic and Civil Service. In past years, SCRC’s Civil Service employee fringe benefits have been calculated differently. In FY15, all Civil Service employees will fall under the 32.4% fringe benefit calculation.

In FY13, SCRC purchased a new laptop for the admin tech, a replacement hard drive, and web design software.
The Repairs, Maintenance, & Supplies amount varies depending on office needs. In FY14, the $724 amount was accrued when SCRC acquired additional office space.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14 To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repairs, Maintenance &amp; Supplies</td>
<td>$ 4</td>
<td>$ 249</td>
<td>$ 16</td>
<td>$ 724</td>
</tr>
</tbody>
</table>

In FY11, a UCCS audit revealed SCRC communication expenses were incorrectly allocated to their budget (2010 moving expenses). The $6,010 charge represents SCRC’s annual utility charge plus the reimbursement to UCCS.

From FY12 to FY13, Utilities spending decreased due to a drop of several thousand dollars in steam heating.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilities</td>
<td>$ 6,010</td>
<td>$ 5,871</td>
<td>$ 1,863</td>
<td>$ 2,041</td>
</tr>
</tbody>
</table>
Section VII: Fees Request

<table>
<thead>
<tr>
<th>Name of fee</th>
<th>FY15 2014-2015</th>
<th>FY16 2015-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current fee allocation</td>
<td>$ 258,515</td>
<td>$258,515</td>
</tr>
<tr>
<td>Amount of fees request</td>
<td>$ 315,000</td>
<td>$ 322,000</td>
</tr>
</tbody>
</table>

SCRC has a Total Operating Expenditures (Line 21) increase of 4.8% from FY14 Forecast to FY15 Budget, which all comes from the increase in fringe benefits. For a further explanation, please see Section VI: Financial Footnotes. From FY15 to FY16, SCRC would have a 2.2% increase in Total Operating Expenditures, stemming from the 2.5% salary increase.

SCRC has received approximately the same fees allocation since FY11. In December of 2011, SCRC had reserves in excess of 30% of the annual operating budget. For the next few years (see chart below) budget increases were covered by spending down reserves.

<table>
<thead>
<tr>
<th>Year</th>
<th>Income*</th>
<th>Reserve Supplement (Change in ending balance)</th>
<th>Total Operating Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY12</td>
<td>$ 267,748</td>
<td>$ 23,299</td>
<td>$ 291,047</td>
</tr>
<tr>
<td>FY13</td>
<td>$ 259,451</td>
<td>$ 21,197</td>
<td>$ 280,648</td>
</tr>
<tr>
<td>FY14 Forecast</td>
<td>$ 263,201</td>
<td>$ 41,828</td>
<td>$305,029</td>
</tr>
<tr>
<td>Total</td>
<td>$ 86,324</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As noted, the reserves at the end of FY14 are estimated to be about $20,000. For the first time since FY11, SCRC is asking for an increase in fees. SCRC has hired additional staff to respond to increases in demand for services. Without reserves, it is not possible to cover the increased costs of salaries and fringe with the allocation received over the past few years.

*SS Fees plus Ops & Maintenance Allocation plus Deferred Revenue

Section VIII: Financial Implications

1.5% of SCRC’s FY14 budget approved fee revenue is $3,878. FY14 Budget column does not reflect:
- New Advocate Position
- The University’s implementation of a new fringe benefit calculation

The 2.5% salary increase and the fringe benefit calculation equals $3,422. With a decrease of 1.5% in fee revenue, SCRC would use funds from supplies, services and miscellaneous expenditures to pay for salary and fringe changes. This would negatively impact advertising and the programing SCRC has to offer.
### Section IV: Fiscal Page

#### Student Conflict Resolution Center

**Fees Request for 2014-2015 and 2015-2016 Academic Years**

<table>
<thead>
<tr>
<th>Account Description</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14 Budget</th>
<th>FY14 To Date</th>
<th>FY14 Forecast</th>
<th>FY15 Budget</th>
<th>FY15 SSFC</th>
<th>FY16 Budget</th>
<th>FY16 SSFC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior Year Carryforward</td>
<td>$101,107</td>
<td>$107,341</td>
<td>$84,042</td>
<td>$55,000</td>
<td>$62,795</td>
<td>$62,795</td>
<td>$20,781</td>
<td>$20,694</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ops &amp; Maintenance Allocation</td>
<td>$5,014</td>
<td>$4,686</td>
<td>$4,686</td>
<td>$4,686</td>
<td>$4,686</td>
<td>$4,686</td>
<td>$4,686</td>
<td></td>
<td>$4,686</td>
<td></td>
</tr>
<tr>
<td>Student Fees</td>
<td>$255,502</td>
<td>$261,213</td>
<td>$261,857</td>
<td>$258,515</td>
<td>$231,923</td>
<td>$258,515</td>
<td>$315,000</td>
<td></td>
<td>$322,000</td>
<td></td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>$294</td>
<td>$1,849</td>
<td>$7,092</td>
<td></td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td></td>
<td>$-</td>
<td></td>
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<tr>
<td>Total Revenue</td>
<td>$361,917</td>
<td>$375,089</td>
<td>$343,493</td>
<td>$318,201</td>
<td>$299,404</td>
<td>$325,996</td>
<td>$340,467</td>
<td>$-</td>
<td>$347,380</td>
<td>$-</td>
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<tr>
<td>Salaries</td>
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<td>$200,207</td>
<td>$186,882</td>
<td>$192,506</td>
<td>$105,539</td>
<td>$210,000</td>
<td>$207,300</td>
<td>$212,483</td>
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<td>Fringe Benefits</td>
<td>$38,955</td>
<td>$45,673</td>
<td>$50,220</td>
<td>$50,153</td>
<td>$26,205</td>
<td>$52,210</td>
<td>$68,540</td>
<td>$70,254</td>
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<tr>
<td>Supplies, Serv. &amp; Misc. Exp.</td>
<td>$14,738</td>
<td>$16,861</td>
<td>$16,798</td>
<td>$16,500</td>
<td>$7,459</td>
<td>$15,000</td>
<td>$16,000</td>
<td>$16,000</td>
<td></td>
<td></td>
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<tr>
<td>Non-Cap. Equipment &lt;2,500</td>
<td>$265</td>
<td>$1,223</td>
<td>$4,074</td>
<td>$3,200</td>
<td></td>
<td>$2,000</td>
<td>$2,500</td>
<td>$2,500</td>
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<td></td>
</tr>
<tr>
<td>Rents &amp; Leases</td>
<td>$4</td>
<td>$249</td>
<td>$16</td>
<td>$100</td>
<td>$724</td>
<td>$750</td>
<td>$100</td>
<td>$100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repairs, Maintenance &amp; Supplies</td>
<td>$6,010</td>
<td>$5,871</td>
<td>$1,863</td>
<td>$2,041</td>
<td></td>
<td>$2,041</td>
<td>$2,041</td>
<td>$2,041</td>
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<td></td>
</tr>
<tr>
<td>Enterprise Assessment</td>
<td>$2,176</td>
<td>$2,503</td>
<td>$2,336</td>
<td>$3,364</td>
<td>$1,847</td>
<td>$3,364</td>
<td>$3,628</td>
<td>$3,718</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exp. by Object Class Total</td>
<td>$(236,251)</td>
<td>$(272,587)</td>
<td>$(262,189)</td>
<td>$(267,864)</td>
<td>$(141,774)</td>
<td>$(285,365)</td>
<td>$(300,109)</td>
<td>$-</td>
<td>$(307,096)</td>
<td>$-</td>
</tr>
<tr>
<td>Facilities</td>
<td>$8,479</td>
<td>$7,696</td>
<td>$7,701</td>
<td>$7,712</td>
<td></td>
<td>$7,712</td>
<td>$7,712</td>
<td>$7,712</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td>$1,729</td>
<td>$1,806</td>
<td>$1,861</td>
<td>$1,898</td>
<td></td>
<td>$1,898</td>
<td>$1,898</td>
<td>$1,898</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Service Units</td>
<td>$8,117</td>
<td>$8,958</td>
<td>$8,897</td>
<td>$10,054</td>
<td></td>
<td>$10,054</td>
<td>$10,054</td>
<td>$10,054</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost Allocation Charge Totals</td>
<td>$(18,325)</td>
<td>$(18,460)</td>
<td>$(18,459)</td>
<td>$(19,664)</td>
<td></td>
<td>$(19,664)</td>
<td>$(19,664)</td>
<td>$(19,664)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Operating Expenditures</td>
<td>$(254,576)</td>
<td>$(291,047)</td>
<td>$(280,648)</td>
<td>$(287,528)</td>
<td>$(141,774)</td>
<td>$(305,029)</td>
<td>$(319,773)</td>
<td>$-</td>
<td>$(326,760)</td>
<td>$-</td>
</tr>
<tr>
<td>Net Transfers In</td>
<td>$32,648</td>
<td>$19,682</td>
<td>$17,679</td>
<td>$17,019</td>
<td></td>
<td>$17,019</td>
<td>$17,019</td>
<td>$17,019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Transfers Out</td>
<td>$32,648</td>
<td>$19,682</td>
<td>$17,729</td>
<td>$17,019</td>
<td>$186</td>
<td>$17,205</td>
<td>$17,019</td>
<td>$17,019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Net Transfers</td>
<td>$-</td>
<td>$-</td>
<td>$(50)</td>
<td>$-</td>
<td>$(186)</td>
<td>$(186)</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Ending Balance</td>
<td>$107,341</td>
<td>$84,042</td>
<td>$62,795</td>
<td>$30,673</td>
<td>$157,444</td>
<td>$20,781</td>
<td>$20,694</td>
<td>$20,620</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>
Student Services Fees
Explanation of Balances and Reserves

FY12 Ending Balance $84,042.00
FY13 Ending Balance $62,795.00
Variance ($21,247.00)

1. Explanation of Balance Variance
Provide an explanation for a material increase or decrease in operating balances.
For the past three years, SCRC has been spending down reserves per the recommendation of the SSF Committee. In FY14, the carry-forward amount was $62,795, compared to a carry-forward of $107,341 in FY12, a decrease of $44,546 over two fiscal years. In FY14, SCRC forecasts that the ending balance will be $20,781, a further drop of $42,014. The office has adopted conservative budget practices and fiscal responsibility while trying to meet demands for service. SCRC would like to rebuild reserves to 10-15% of its general operating budget.

2. FY13 Balance Explanation
Provide a description of your FY13 balance listed above in the following categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt &amp; Internal Loans</td>
<td>$0.00</td>
</tr>
<tr>
<td>Capital Expenditures-Facilities</td>
<td>$0.00</td>
</tr>
<tr>
<td>Capital Expenditures - Equipment</td>
<td>$0.00</td>
</tr>
<tr>
<td>Contingency for Volatile Revenues</td>
<td>$0.00</td>
</tr>
<tr>
<td>Cash Flow</td>
<td>$20,781.00</td>
</tr>
<tr>
<td>Reserved for Defined Purpose</td>
<td>$42,014.00</td>
</tr>
<tr>
<td>Unassigned</td>
<td>$0.00</td>
</tr>
<tr>
<td>Total - (Must Equal FY13 Balance listed above)</td>
<td>$62,795.00</td>
</tr>
</tbody>
</table>
### GIP Accounts (or other investment accounts if funds managed outside of the University)

Provide the following information regarding GIP accounts, if applicable:

1. **Fund balance as of June 30, 2013**  
   $0.00  
   Provide a brief history of fund and intended use

2. **Fund balance as of June 30, 2013**  
   $0.00  
   Provide a brief history of fund and intended use

3. **Fund balance as of June 30, 2013**  
   $0.00  
   Provide a brief history of fund and intended use