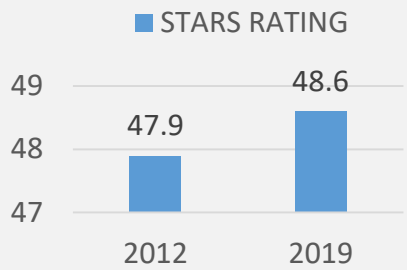


# Goal Group 3

## To be a Sustainable Institution for the 21<sup>st</sup> Century

Measure of Success and Performance Trends	GAP Analysis	Corrective Action Who What When																																														
<p><b>3.1 Achieve and then maintain higher Sustainability Tracking, Assessment and Rating System (STARS) rating</b></p>  <ul style="list-style-type: none"> <li>• Silver rating maintained</li> <li>• 48.6% of available (96.3/198) points</li> <li>• 129 total points required to achieve Gold rating</li> <li>• 33 additional points needed to close gap</li> </ul>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2"><b><u>Academics</u></b></td> </tr> <tr> <td>Curriculum</td> <td style="text-align: right;">17.30/40.00</td> </tr> <tr> <td>Research</td> <td style="text-align: right;">8.94/18.00</td> </tr> <tr> <td colspan="2"><b><u>Engagement</u></b></td> </tr> <tr> <td>Campus Engagement</td> <td style="text-align: right;">17.30/21.00</td> </tr> <tr> <td>Public Engagement</td> <td style="text-align: right;">9.74/18.00</td> </tr> <tr> <td colspan="2"><b><u>Operations</u></b></td> </tr> <tr> <td>Air &amp; Climate</td> <td style="text-align: right;">4.88/11.00</td> </tr> <tr> <td>Buildings</td> <td style="text-align: right;">2.50/ 8.00</td> </tr> <tr> <td>Energy</td> <td style="text-align: right;">3.16/10.00</td> </tr> <tr> <td>Food and Dining</td> <td style="text-align: right;">1.75/ 8.00</td> </tr> <tr> <td>Grounds</td> <td style="text-align: right;">1.00/ 3.00</td> </tr> <tr> <td>Purchasing</td> <td style="text-align: right;">4.04/ 6.00</td> </tr> <tr> <td>Transportation</td> <td style="text-align: right;">2.68/ 7.00</td> </tr> <tr> <td>Waste</td> <td style="text-align: right;">4.98/10.00</td> </tr> <tr> <td>Water</td> <td style="text-align: right;">2.18/ 6.00</td> </tr> <tr> <td colspan="2"><b><u>Planning &amp; Administration</u></b></td> </tr> <tr> <td>Coordination &amp; Planning</td> <td style="text-align: right;">6.50/ 8.00</td> </tr> <tr> <td>Diversity &amp; Affordability</td> <td style="text-align: right;">6.77/10.00</td> </tr> <tr> <td>Investment &amp; Finance</td> <td style="text-align: right;">0.00/ 7.00</td> </tr> <tr> <td>Wellbeing &amp; Work</td> <td style="text-align: right;">2.58/ 7.00</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>96.3/198.0</b></td> </tr> <tr> <td></td> <td style="text-align: right;"><b>48.6 %</b></td> </tr> </table>	<b><u>Academics</u></b>		Curriculum	17.30/40.00	Research	8.94/18.00	<b><u>Engagement</u></b>		Campus Engagement	17.30/21.00	Public Engagement	9.74/18.00	<b><u>Operations</u></b>		Air & Climate	4.88/11.00	Buildings	2.50/ 8.00	Energy	3.16/10.00	Food and Dining	1.75/ 8.00	Grounds	1.00/ 3.00	Purchasing	4.04/ 6.00	Transportation	2.68/ 7.00	Waste	4.98/10.00	Water	2.18/ 6.00	<b><u>Planning &amp; Administration</u></b>		Coordination & Planning	6.50/ 8.00	Diversity & Affordability	6.77/10.00	Investment & Finance	0.00/ 7.00	Wellbeing & Work	2.58/ 7.00	<b>Total</b>	<b>96.3/198.0</b>		<b>48.6 %</b>	<ul style="list-style-type: none"> <li>• Coordinate meeting with OBG to discuss current ratings and actions required to achieve Gold status.</li> </ul> <p style="text-align: center;">In Process Jim/Craig/Jose</p> <ul style="list-style-type: none"> <li>• Continue Energy Management training. To date 19 employees have received NYSERDA training.</li> </ul> <p style="text-align: center;">In Process Kevin Rice</p> <ul style="list-style-type: none"> <li>• Establish Energy Review Board to evaluate and prioritize energy saving initiatives.</li> </ul> <p style="text-align: center;">In Process Jim Wall/ Kevin Rice/ John Osowski</p> <ul style="list-style-type: none"> <li>• A Sustainability Committee has been formed and meetings will begin in the fall of 2019 to develop a Sustainability Master Plan.</li> </ul> <p style="text-align: center;">In Process Craig/Jose</p>
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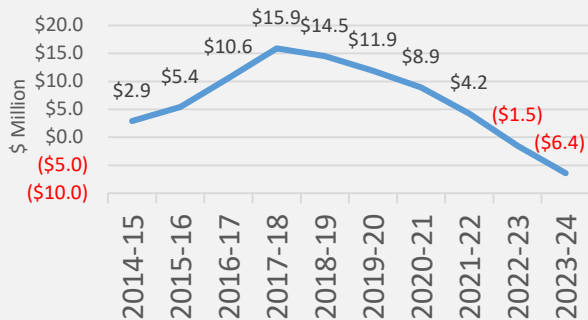
# Goal Group 3

## To be a Sustainable Institution for the 21<sup>st</sup> Century

### Measure of Success and Performance Trends

3.2 Enact a new budget model that incentivizes innovation and strategic priorities.

Fulfill College needs and maintain adequate reserves



### GAP Analysis

**Following Principles Need to be addressed to enable Financial Stability**

1. Understanding of Actual Spend and Trends
2. Clear picture of Reserves and Rollovers
3. Understanding of Investments required to achieve Strategic Priorities
4. Review of Program Financials and Metrics
5. Appropriate use of budget models (Zero-Based, Activity Driven) to determine operational needs
6. Consolidation of Strategic and Operational requirements
7. Clear understanding of affordability and priorities
8. Target development and deployment
9. Timely and accurate budget submission
10. Measuring results, driving accountability and recalibrating when necessary

### Corrective Action Who What When

- Review proposed budget model changes with Cabinet and JPBC. Discuss issues and concerns and reach consensus on recommendations and next steps
    - Complete
    - Jim/Karen/Crystal/Craig
  - Develop set back schedule and requirements that address the principles agreed to from Gap Analysis
    - Complete
    - Jim/Karen/Crystal/Craig
  - Implement revised budget model process and timeline in support of 2020/2021 plan
 

Actual Spend Review	Fall 2019
Reserve and Rollovers	Fall 2019
Strategic Needs	Fall 2019
Program Financials	Fall 2019
Operation Needs	Winter 2020
Total Requirements	Winter 2020
Affordability	Winter 2020
Budget Targets and Deployment	Spring 2020
Measure and Recalibrate	Ongoing
- In Process  
Cabinet

# Goal Group 3

## To be a Sustainable Institution for the 21<sup>st</sup> Century

Measure of Success and Performance Trends	GAP Analysis	Corrective Action Who What When
<p>3.3 Revise and further develop Academic Program Array and guiding principles to ensure that resource allocation facilitates sustainable improvements in program quality. This will include where appropriate the development of online degree completion programs.</p>	<p style="text-align: center;">Under Development</p> <p style="text-align: center;">M</p>	<ul style="list-style-type: none"> <li>• Two college wide listening sessions were held to help determine the college program array strengths and weaknesses</li>   <li style="padding-left: 20px;">Complete Academic Affairs Deans and Directors</li>   <li>• Prior versions of the maser plans are being reviewed with the goal of continuation on the full plan and the creation of guiding principles.</li>   <li style="padding-left: 20px;">Fall 2019 Academic Affairs Deans and Directors</li>   <li>• Develop a 3 year view of program financials taking into account direct and indirect revenue and costs, impact of general education and enrollment. Data to be utilized in the Academic Master Plan.</li>   <li style="padding-left: 20px;">November 2019 Karen, Crystal, Rachel, Jim</li> </ul>

# Goal Group 3

## To be a Sustainable Institution for the 21<sup>st</sup> Century

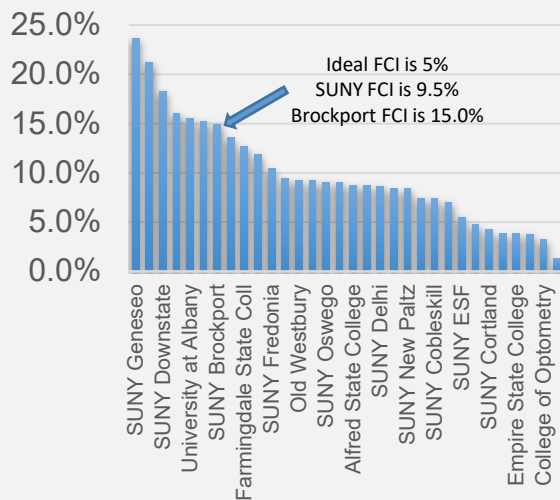
### Measure of Success and Performance Trends

### GAP Analysis

### Corrective Action Who What When

### 3.4 Revise our Physical Master Plan so that it supports the Academic Master Plan, Residential Life Plan and sustainability objectives

Meet College needs while improving both FCI rating and compliance to SUNY space standards



- Brockport’s programmatic space needs could be met within its existing space if the use of existing classrooms and class labs was optimized
- None of the lecture halls met seat utilization targets, yet many approached target hourly use. The lecture halls should be renovated with flexible furnishings, updated instructional technology, and power and data for students’ devices.
- Age and configuration of buildings a major reason for not achieving SUNY space standards
- Class schedules not distributed equally throughout the week

- Share Findings of JMZ instructional and office space with Cabinet and JPBC. Address findings, provide recommendations and develop a space policy that will improve metrics and reduce occupancy costs.

Ongoing  
Space Utilization Committee

- In-depth studies are recommended for

Drake Memorial Library  
Tuttle North, Tuttle South,  
Seymour Union  
Holmes Hall  
Tower Fine Arts Center

Ongoing  
John Osowski, SUCF Personnel

- Incorporate SUNY space standards in future renovations

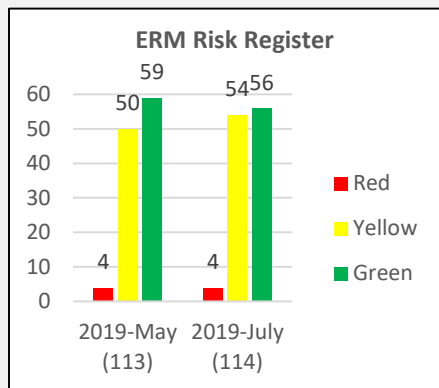
Ongoing  
John Osowski, SUCF Personnel

# Goal Group 3

## To be a Sustainable Institution for the 21<sup>st</sup> Century

### Measure of Success and Performance Trends

3.5 Develop and establish appropriate emergency preparedness, business continuity, and information recovery plans for all campus operations



- New York State Division of Homeland Services conducted a walkthrough of campus facilities
- Active Shooter simulation conducted in July 2018 and table top exercise conducted with Homeland Security in January 2019

### GAP Analysis

- Risk of fires in high rise dormitories. The high rise dormitories are not sprinklered throughout.
- Local fire department (as well as surrounding fire departments) currently do not have equipment that can reach above the 8th floor.
- Insufficient training and development programs across all areas
- Review process required for red and high yellow rated items
- Recalibration of Risk Register required on a regular basis

### Corrective Action Who What When

- Conduct fire drills and fire safety awareness training and assess the feasibility of closing the high floors of residential buildings ( 9<sup>th</sup> floors and above)
  - Julie Caswell /Carl O'Connor
  - Ongoing
- Develop training and development programs as well as online options (Everfi) for mandatory training requirements.
  - Ongoing
  - Jim Wall, Wendy Cramner
- Establish review process for red and high yellow rated items
  - Complete
  - Jim Wall
- Benchmark current Risk Management process with other institutions and recalibrate if necessary
  - Ongoing
  - Risk Management Committee

# Goal Group 3

## To be a Sustainable Institution for the 21<sup>st</sup> Century

Measure of Success and Performance Trends	GAP Analysis	Corrective Action Who What When
<p>3.6 Achieve Middle States Criteria Accreditation with Commendation</p>	<p style="text-align: center;">Under Development</p> <p style="text-align: center;">M</p>	<ul style="list-style-type: none"> <li> <p>• Submit proposal to have assessment plan accepted by College Senate and to conduct a pilot assessment of ISLO 1, oral communication in the fall of 2019. Proposal approved in Spring of 2019.</p> <p style="margin-left: 20px;">March 2020 Office of Assessment and Accountability</p> </li> <li> <p>• Attend Fall 2019 Middles States Conference</p> <p style="margin-left: 20px;">Fall 2019 Provost, Office of Assessment and Accountability</p> </li> <li> <p>• Present Strategic Plan Updates</p> <p style="margin-left: 20px;">Ongoing Goal Group Leaders</p> </li> <li> <p>• Provide 5 Year Model review and campus wide budget presentation</p> <p style="margin-left: 20px;">Fall 2019 Jim Wall</p> </li> </ul>

# Goal Group 3

## To be a Sustainable Institution for the 21<sup>st</sup> Century

Measure of Success and Performance Trends	GAP Analysis	Corrective Action Who What When
<p>3.7 Aim to maintain and where feasible, expand our accreditations.</p> <ul style="list-style-type: none"> <li>• Academic Affairs has ~35 accredited programs</li> <li>• SOBAM 2 accredited programs</li> <li>• SEHHS 29 accredited programs</li> <li>• EMSA has 3 departmental accreditations</li> </ul>	<p>Under Development</p> <p>M</p>	<ul style="list-style-type: none"> <li>• Submit self- study reports to accrediting agencies as required</li> </ul> <p>Ongoing Provost, VP EMSA</p> <ul style="list-style-type: none"> <li>• Work on continuous improvements suggestions after site visits</li> </ul> <p>Ongoing Provost, VP EMSA</p> <ul style="list-style-type: none"> <li>• Develop GAP analysis</li> </ul> <p>Winter 2020 Provost, VP EMSA, VP A&amp;F</p>

## Goal Group 3

### To be a Sustainable Institution for the 21<sup>st</sup> Century

#### Budget Prioritization Requests

- 3.1 - Funds may be required to help close gaps identified in the Stars Report
- 3.2 - Financial model changes currently being self funded
- 3.3 - To be determined after program financials and Academic Master Plan is completed
- 3.4 - Projects currently being funded funding through SUCF projects and Grants
- 3.5 - Funds required to improve fire detection and building access and security (Swipe Card System). May be able to utilize SUCF and MCM dollars
- 3.6 - To Be Determined
- 3.7 - To Be Determined