

**SP Goal Group #3 Coordinating Committee**  
2019-2020 Executive Summary

Committee Membership:

- Mr. Jim Wall - Chair and Vice President for Administration and Finance
- Dr. James Cordeiro - Professor, Accounting, Economics and Finance
- Ms. Frances Dearing - Director of Assessment, Accountability and Assessment
- Mr. Robert Howe - Student Representative
- Dr. Karen Logsdon - Assistant to the Vice President, Enrollment Management and Student Affairs
- Dr. Jose Maliekal - Dean, School of Arts and Sciences
- Dr. Mark Noll - Professor, Earth Sciences
- Dr. Kathy Peterson - Professor and Chair, Nursing Department
- Mr. Kevin Rice - Director of Physical Plant, Facilities & Planning
- Dr. Craig Ross - Interim Director, Financial Aid Initiatives and Comm., Financial Aid
- Ms. Laurie Smith - Executive Assistant to the Vice President for Administration and Finance

Introduction:

The Goal Group #3 Coordinating Committee met throughout the 2019-20 year, as noted below, and on July 27, 2020 to collect and review progress towards each Measure of Success in the 3<sup>rd</sup> goal of the *Building a Better Brockport Strategic Plan*. This executive summary accompanies the completed Operational Plan, which includes specific progress and data related to the achievement of each Measure of Success. This document summarizes the Goal Group #3 Coordinating Committee's analysis of progress, organized by strengths and opportunities for increased progress.

July 22, 2019  
 August 26, 2019  
 September 23, 2019  
 October 28, 2019  
 November 25, 2019  
 January 27, 2020  
 February 24, 2020  
 March 23, 2020  
 June 15, 2020

Analysis of Assessment Data:

**Strengths:**

| Measure of Success   | Assessment Data & Analysis   | Recommended Action  |
|--|--|---|
| 3.1 – Achieve and then maintain higher STARS rating                                  | <ul style="list-style-type: none"> <li>• Silver Rating Maintained</li> <li>• 48.6% of available points (96.3/198)</li> <li>• 129 points required to achieve gold rating</li> <li>• 33 additional points needed to close gap</li> </ul> | <ul style="list-style-type: none"> <li>• Complete detailed analysis of STARS rating and subcategories (Academics, Engagement, Operations, Planning and Administration)</li> <li>• Develop action plan to improve ratings in key categories</li> </ul> |
| 3.2 – Enact a new budget model that incentivizes innovation and strategic priorities | <ul style="list-style-type: none"> <li>• Guiding principles for new Budget Model developed</li> <li>• Set-back schedule developed and Zero-Based Budgeting implemented in all divisions except for Academic Affairs</li> </ul>         | <ul style="list-style-type: none"> <li>• Support Academic Master Plan and implement Zero-Based Budgeting in Academic Affairs</li> </ul>   |

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|---|---|---|
| 3.3 – Revise and further develop the Academic Master Plan (AMP)   | <ul style="list-style-type: none"> <li>• 3 year view of program financials developed</li> <li>• AMP committee formed</li> <li>• Reviews in process</li> <li>• Interim report due Dec 2020 and final report due May 2021</li> </ul>  | <ul style="list-style-type: none"> <li>• Complete program financials for 2019-2020 academic year</li> <li>• Hold interim review to ensure we are on the appropriate track</li> </ul>  |
| 3.4 – Revise our Physical Master Plan so that it supports the Academic Master Plan, Residence Life Plan and sustainability objectives                           | <ul style="list-style-type: none"> <li>• Ideal Facility Condition Index (FCI) is 5%</li> <li>• SUNY FCI is 9.5% (good)</li> <li>• Brockport FCI is 15% (fair)</li> </ul>  | <ul style="list-style-type: none"> <li>• In-depth studies are recommended for: <ul style="list-style-type: none"> <li>- Drake Memorial Library</li> <li>- Tuttle North, Tuttle South</li> <li>- Seymour Union</li> <li>- Holmes Hall</li> <li>- Tower Fine Arts Center</li> </ul> </li> </ul> |
| 3.5 – Develop and establish appropriate emergency preparedness, business continuity, record management and information recovery plans for all campus operations | <ul style="list-style-type: none"> <li>• 116 items on risk register</li> <li>• 63 rated green</li> <li>• 50 rated yellow</li> <li>• 3 rated red</li> <li>• Spring 2019 Quarantine site for SUNY international students</li> <li>• Effective EOC and BBB committees</li> </ul>   | <ul style="list-style-type: none"> <li>• Conduct fire drills and fire safety awareness training, and assess the feasibility of closing the high floors of residential buildings</li> <li>• Establish review process for red and high yellow rated items</li> </ul>                            |
| 3.6 – Aim to maintain and, where feasible, expand our accreditations  | <ul style="list-style-type: none"> <li>• SUNY Brockport’s Self-Study Design approved by Middle States - spring 2020</li> <li>• Working Groups are developing working group templates for Steering Committee review in early October 2020</li> </ul>   | <ul style="list-style-type: none"> <li>• Weekly communication with President’s Cabinet regarding process</li> <li>• First chapter drafts scheduled for early December 2020</li> <li>• First Self-Study Report draft scheduled for early February 2021</li> </ul>                              |
| 3.7 – Achieve Middle States Criteria Accreditation with Commendation  | <ul style="list-style-type: none"> <li>• Academic Affairs has 71 accredited programs: <ul style="list-style-type: none"> <li>- SAS has 7 accredited programs</li> <li>- SEHHS has 57 accredited programs</li> <li>- SOBAM has 7 accredited programs</li> </ul> </li> <li>• EMSA has 3 departmental accreditations: <ul style="list-style-type: none"> <li>- Hazen Center for Integrated Care</li> <li>- University Police</li> <li>- Athletics</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Submit self-study reports to accrediting agencies, as required</li> <li>• AALT will review progress and opportunities for professional accreditation by December 2020</li> </ul>   |

**Opportunities for Increased Progress:**

| Measure of Success                                  | Assessment Data & Analysis   | Recommended Action   |
|---|--|--|
| 3.1 – Achieve and then maintain higher STARS rating | <ul style="list-style-type: none"> <li>• Silver Rating Maintained</li> <li>• 48.6% of available points (96.3/198)</li> <li>• 129 points required to achieve gold rating</li> <li>• 33 additional points needed to close gap</li> </ul> | <ul style="list-style-type: none"> <li>• Benchmark with an Institution that has achieved a Gold Stars Rating</li> <li>• Increase visibility of sustainability initiatives</li> <li>• Approval of financial resources for key projects</li> </ul> |

|  |   |   |
|--|---|---|
| <p>3.2 – Enact a new budget model that incentivizes innovation and strategic priorities</p>  | <ul style="list-style-type: none"> <li>• Guiding principles for new Budget Model developed</li> <li>• Set-back schedule developed and Zero-Based Budgeting implemented in all divisions except for Academic Affairs</li> </ul>  | <ul style="list-style-type: none"> <li>• Improve understanding of financial model</li> <li>• Improve cycle time for Zero-Based Budget</li> </ul>  |
| <p>3.3 – Revise and further develop the Academic Master Plan</p>   | <ul style="list-style-type: none"> <li>• 3 year view of program financials developed</li> <li>• AMP committee formed</li> <li>• Reviews in process</li> <li>• Interim report due Dec 2020 and final report due May 2021</li> </ul>  | <ul style="list-style-type: none"> <li>• Utilize Academic Master Plan findings and recommendations in the development of the 2021-2022 investments and budget</li> <li>• Update the AMP on an annual basis to ensure longer term recommendations continue to make sense</li> </ul>                        |
| <p>3.4 – Revise our Physical Master Plan so that it supports the Academic Master Plan, Residence Life Plan and sustainability objectives</p>                           | <ul style="list-style-type: none"> <li>• Ideal FCI is 5%</li> <li>• SUNY FCI is 9.5% (good)</li> <li>• Brockport FCI is 15% (fair)</li> </ul>   | <ul style="list-style-type: none"> <li>• Linking Academic, Residential Life and Physical Master Plans</li> <li>• Improved space utilization and right-sizing across campus</li> <li>• Cycle Time to complete projects</li> <li>• Incorporate building access and security into future projects</li> </ul> |
| <p>3.5 – Develop and establish appropriate emergency preparedness, business continuity, record management and information recovery plans for all campus operations</p> | <ul style="list-style-type: none"> <li>• 116 items on risk register</li> <li>• 63 rated green</li> <li>• 50 rated yellow</li> <li>• 3 rated red</li> <li>• Spring 2019 Quarantine site for SUNY international students</li> <li>• Effective EOC and BBB committees</li> </ul>   | <ul style="list-style-type: none"> <li>• Improve the number of yellow rated items</li> <li>• Management of building blueprints and modifications</li> </ul>   |
| <p>3.6 – Aim to maintain and, where feasible, expand our accreditations</p>  | <ul style="list-style-type: none"> <li>• SUNY Brockport's Self-Study Design approved by Middle States - spring 2020</li> <li>• Working Groups are developing working group templates for Steering Committee review in early October 2020</li> </ul>   | <ul style="list-style-type: none"> <li>• Continued regular Steering Committee, Working Group, and Compliance meetings</li> </ul>  |
| <p>3.7 – Achieve Middle States Criteria Accreditation with Commendation</p>  | <ul style="list-style-type: none"> <li>• Academic Affairs has 71 accredited programs: <ul style="list-style-type: none"> <li>- SAS has 7 accredited programs</li> <li>- SEHHS has 57 accredited programs</li> <li>- SOBAM has 7 accredited programs</li> </ul> </li> <li>• EMSA has 3 departmental accreditations: <ul style="list-style-type: none"> <li>- Hazen Center for Integrated Care</li> <li>- University Police</li> <li>- Athletics</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Work on continuous improvement suggestions after site visits</li> <li>• Develop GAP analysis in Winter 2020 - Provost, VP EMSA, VP A&amp;F</li> </ul>  |

Goal Group #3 assessed the progress towards a number of the Operational Plan's measures of success. During the Strategic Plan development, Measures of Success were selected to be areas of focus for a specific year or timeframe, and they are reviewed on an annual basis. The identified dates are outlined in the Operational Plan.

For Goal 3, all seven measures were assessed; below are summary next steps:

- 3.1 Develop action plan to improve STARS rating by closing the gap on items that were rated low.
- 3.2 Improve cycle time to complete zero-based budget and implement zero-based approach in Academic Affairs.
- 3.3 Support the completion of the Academic Master Plan.
- 3.4 Update our Facilities Master Plan consistent with current enrollment trends.
- 3.5 Develop and support protocols to mitigate risks associated with COVID-19.
- 3.6 Complete all deliverables associated with Middle States accreditation.
- 3.7 Submit self-study reports to accrediting agencies, as required.

Financial Resources Requested:

- 3.1 \$15k to \$25k in support of sustainability projects.
- 3.4 \$25k to update Facilities Master Plan.
- 3.5 TBD funding to support building blueprint management.
- 3.6 \$30k in support of Middle States team visit.

### **Requested Updates to 2020-2021 Operational Plan**

No updates identified for the 2020-2021 Operational Plan.