

Goal Group 3 Coordinating Committee
2020-2021 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 Accountability and Assessment
- Mr. Richard Dirmyer – Director of Institutional Effectiveness and IR Representative
- Mr. Alexander Leonty – BSG President and Student Representative
- Dr. Karen Logsdon - Assistant to the Vice President, Enrollment Management and Student Affairs
- Dr. Jose Maliekal - Dean, School of Arts and Sciences
- Mr. Kevin Rice - Director of Facilities Maintenance and Operations
- Dr. Craig Ross – Cross-Divisional Budget and Facility Officer
- Ms. Laurie Smith - Executive Assistant to the Vice President for Administration and Finance
- Dr. Jim Zollweg – Professor, Earth Sciences and College Senate Representative

Introduction:

The Goal Group #3 Coordinating Committee met throughout 2020-21, as noted below, to collect and review progress towards each Measure of Success in the third 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 27, 2020
September 28, 2020
October 26, 2020
December 15, 2020
February 22, 2021
April 26, 2021
June 28, 2021

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"> • Maintained Silver rating for Sustainability Tracking, Assessment & Rating System™ (STARS), the framework to measure sustainability performance. • Monitored and improved carbon footprint and utility usage via energy saving initiatives such as equipment upgrades and culture changes. • Sustainability Committee benchmarked with SUNY Cortland (Gold-rated) and identified items to prioritize for SUNY Brockport. 	<ul style="list-style-type: none"> • Ongoing action plans to achieve Gold rating and close gaps, including: <ul style="list-style-type: none"> ○ Meadow Restoration Project with Seneca Park Zoo ○ Prioritization of energy saving initiatives ○ Development of a Clean Energy Master Plan (CEMP) ○ Development of a Sustainability Master Plan

<p>3.2 – Enact a new budget model that incentivizes innovation and strategic priorities</p>	<ul style="list-style-type: none"> • Established zero-based budgets, monitoring of reserves and rollovers ongoing, and measuring of results to drive accountability ongoing. • JPBC 2021-2022 meeting dates have been declared. • JPBC Task Force met throughout 2020-21 to address budget shortfalls; their work completed. 	<ul style="list-style-type: none"> • Implementation of zero-based budget model taking place 2021-2022.
<p>3.3 – Revise and further develop the Academic Strategic Plan (ASP)</p>	<ul style="list-style-type: none"> • Academic Strategic Plan (ASP) Guiding Committee held listening sessions and met weekly throughout 2020-21 to review the work of the ASP Program Review Task Force and the ASP Academic Innovation Task Force in identifying program (majors) strengths, challenges, and opportunities to gauge the health of the academic programs at SUNY Brockport and to determine resource allocation. • The ASP Guiding Committee Final Report was provided 7/6/21. • All SUNY Performance Improvement Funds (PIFs) were reviewed and appropriate PIFs approved. 	<ul style="list-style-type: none"> • A clear and articulate plan of action is to be developed and communicated to faculty regarding next steps in the ASP process.
<p>3.4 – Revise our Physical Master Plan so that it supports the Academic Strategic Plan, Residence Life Plan and sustainability objectives</p>	<ul style="list-style-type: none"> • Space Utilization Committee is working with JMZ Architects and SUCF to update the Facilities Master Plan (FMP), incorporating SUNY space standards, and in-depth studies are recommended for six campus buildings. • Space Utilization Committee members are developing a space software tool for identifying high-cost buildings for possible decommissioning, as well as allowing input of different scenarios and providing outcomes when recalibrating space usage and reorganizing classrooms, as needed. • \$218.5M of Capital Projects are in the Planning, Design, Bidding, or Construction phase. 	<ul style="list-style-type: none"> • Continuing to update the FMP. • Furthering the development of a new space software tool. • Ongoing review of the \$218.5M of Capital Projects in the Planning, Design, Bidding, or Construction phase.

<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"> • Completed mandatory fire door mapping for all buildings. • Completed a benchmarking exercise with Finger Lakes Community College regarding our risk management and emergency preparedness processes. • Reviewed current mitigations in place for all yellow-rated items in the Enterprise Risk Management (ERM) Master Risk Register, which allowed many yellow-rated items to be lowered to a green rating. Soon, the Risk Register will include REOC-specific risks. 	<ul style="list-style-type: none"> • Establishing a repository for building and utility blueprint records. • Assessing BizLibrary online training programs.
<p>3.6 – Aim to maintain and, where feasible, expand our accreditations</p>	<ul style="list-style-type: none"> • SUNY Brockport’s Middle States Self-Study draft was reviewed by President’s Cabinet and feedback provided to the Leadership Team and Steering Committee in June 2021. • Academic Year 2021 Institutional SLO assessment plan written communication outcome assessed, and action plan report disseminated to all chairs and directors. 	<ul style="list-style-type: none"> • Planning for the Chair’s preliminary visit (October 2021) and the MSCHE Team’s visit (Spring 2022) are in progress. • Academic Year 2021-2022 quantitative reasoning outcome will be assessed and evaluated for action plans.
<p>3.7 – Achieve Middle States Criteria Accreditation with Commendation</p>	<ul style="list-style-type: none"> • Academic Affairs has 72 accredited programs and EMSA has 3 departmental accreditations. • The college is applying for a new accreditation in the Recreation and Leisure area, “The Council of Parks, Recreation, Tourism and Related Professions” (COAPRT). 	<ul style="list-style-type: none"> • The College will continue to seek professional program accreditations, when appropriate.

Opportunities for Increased Progress:

Measure of Success	Assessment Data & Analysis	Recommended Action
<p>3.1 – Achieve and then maintain higher STARS rating</p>	<ul style="list-style-type: none"> • Silver Rating maintained. • 48.6% of available points (96.3/198). • 129 points required to achieve Gold Rating. • 33 additional points needed to close gap. 	<ul style="list-style-type: none"> • Establish a “Minor” in sustainability. • Increase visibility of sustainability initiatives. • Continue to implement best practices identified in Benchmarking analysis. • Involvement of faculty and students in Meadow Restoration project. • Approval of financial resources for key projects.

<p>3.2 – Enact a new budget model that incentivizes innovation and strategic priorities</p>	<ul style="list-style-type: none"> • Guiding principles for new Budget Model developed. • Zero-Based Budgeting completed in all divisions except for Academic Affairs; Academic Affairs completed zero-based for non-labor costs. 	<ul style="list-style-type: none"> • Improve understanding of financial model. • Improve cycle time for Zero-Based Budget. • Understanding of investments required to achieve Strategic Priorities. • Implementation of ASP recommendations. • Consolidation of strategic and operational requirements. • Measuring results, driving accountability, and recalibrating when necessary.
<p>3.3 – Revise and further develop the Academic Strategic Plan</p>	<ul style="list-style-type: none"> • 4-year view of program financials developed. • ASP committee formed. • Reviews in process. • Interim reports completed. 	<ul style="list-style-type: none"> • Utilize ASP findings and recommendations in the development of the 2021-2022 investments and budget. • Update the ASP on an annual basis to ensure longer term recommendations continue to make sense.
<p>3.4 – Revise our Physical Master Plan so that it supports the Academic Strategic Plan, Residence Life Plan and sustainability objectives</p>	<ul style="list-style-type: none"> • Ideal FCI is 5%. • SUNY FCI is 9.5% (good). • Brockport FCI is 15% (fair). 	<ul style="list-style-type: none"> • Work with JMZ and SUCF to complete update to the Facilities Master Plan. • Where feasible, implement new SUNY space standards. • Improve space utilization and right-sizing across campus. • Improve cycle time to complete projects. • Incorporate electronic building access and security into future projects.
<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"> • 116 items on risk register: <ul style="list-style-type: none"> ○ 76 rated green (low risk) ○ 39 rated yellow (medium risk) ○ 1 rated red (high risk) • Effective EOC (Emergency Operations Center) and BBB (Bringing Brockport Back) Committees. 	<ul style="list-style-type: none"> • Improve the number of green-rated items. • Implement new process for the management of building blueprints and modifications. • Complete Risk Register for REOC. • Utilize, when possible, BizLibrary training modules.
<p>3.6 – Aim to maintain and, where feasible, expand our accreditations</p>	<ul style="list-style-type: none"> • SUNY Brockport’s Self-Study Design approved by Middle States - Spring 2020. • Working Groups on-track to complete all requirements. • To date, appropriate documentation submitted for review. 	<ul style="list-style-type: none"> • Continued regular Steering Committee, Working Group, and Compliance meetings.

<p>3.7 – Achieve Middle States Criteria Accreditation with Commendation</p>	<ul style="list-style-type: none"> • Academic Affairs has 72 accredited programs: <ul style="list-style-type: none"> ○ SAS has 7 accredited programs ○ SEHHS has 57 accredited programs ○ SOBAM has 7 accredited programs ○ SON has 1 accredited program ○ EMSA has 3 departmental accreditations: <ul style="list-style-type: none"> ▪ Hazen Center for Integrated Care ▪ University Police ▪ Athletics 	<ul style="list-style-type: none"> • Work on continuous improvement suggestions after site visits. • Submit self-study reports to accrediting agencies, as required.
---	---	--

In anticipation of the fall JPBC presentations regarding strategic plan progress and potential related budget requests, the following is an example response we are asking Goal Groups to submit as part of their respective executive summaries. Responses should be written for each cited measure of success that were priorities for this year.

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 and below are the summarized 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 understand the financial resources required for strategic needs.
- 3.3 Support the completion of the Academic Strategic Plan.
- 3.4 Work with JMZ and SUCF to update our Facilities Master Plan and improve space utilization.
- 3.5 Improve the number of green-rated risks in the Risk Register.
- 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 \$30K in support of sustainability projects.
- 3.4 *Facilities Master Plan Update to be funded by SUCF.*
- 3.6 \$30K in support of Middle States team visit.

Requested Updates to 2021-2022 Operational Plan

During the review process, the Goal Group 3 Coordinating Committee collected requests for updates to the Operational Plan for 2021-2022, and supports the multiple updates subsequently made to the Goal Group 3 Operational Plan submitted for 2021-2022.