

# Strategic Plan Town Hall November 3, 2021



# Building a Better Brockport Strategic Plan 2017-2022 Progress



Goal One:

To Be a Great  
College at  
Which to Learn

Co-chairs:

Dr. Katy Wilson

Dr. Linda Delene



# Goal 1: To be a Great College at which to Learn

## 1.1: Continuous Improvement:

- ❑ 8 Academic PPRs were completed;
  - African and African-American Studies
  - Communication Studies
  - Criminal Justice
  - Environmental Science and Ecology
  - Political Science & Int'l Studies
  - Kinesiology (BS)
  - Honors College Program
  - Sports Management

# Goal 1: To be a Great College at which to Learn

## 1.1: Continuous Improvement:

□ Examples of Suggestions and Highlights from several PPRs;

■ Environmental Science and Ecology

- Add course in Genetics and Microbiology
- Prolific experiential learning in labs, internships and fieldwork.
- Need to design a 5-yr course schedule
- Renovate on-campus pond to serve as a research/teaching facility
- Grants obtained in the amount of \$1,596,042 (1 grant - \$1,177,267)

■ Sports Management – see examples of highlights below:

- ISLOs reflect unique experiential learning emphasis
- Near 100% SLOs consistently achieved (predominately embedded in required experiential components)
- Internationally known faculty
- Ranked 14th in USA by *College Choice* and 9th nationally as most affordable selective colleges for sport management
- Very high student retention rates

# Goal 1: To be a Great College at which to Learn

## 1.1: Continuous Improvement:

### ☐ Improvement in Technology Use:

- I.T. completed full roll-out of MS One Drive and Teams to enable campus-wide remote work
- Reg. & Rec. built Student Outcome Tracker (SOT) to begin testing F21 and is continuing work on Student Educational Planner (SEP) rollout
- Fin. Aid implemented and utilized CampusLogic software platform for student verification



# Goal 1: To be a Great College at which to Learn

## 1.2: Academic Strategic Planning:

- ☐ Reports from each working group was used to create the Academic Strategic Planning Guiding Committee's initial report.
  - Program Review Task Force
  - Academic Innovation Task force
- ☐ The Academic Strategic Planning Guiding Committee's initial report is complete. It is now under review by a College Senate ad hoc review committee and then will be reviewed by Chairs and Faculty, Deans, the Provost and the President.

# Goal 1: To be a Great College at which to Learn

## 1.7: Recruitment and Retention:

- ☐ New sub-strategies for recruitment were developed due to Covid including greater social media presence including YouTube, Virtual Meet & Greet, revamped daily visit program and Academic Department's Live Sessions
- ☐ First-year retention improved for the returning co-hort from 73.6% (F18→19) to 75.6%(F19→20). F20 to Sp21 First-year retention fell by 3% - consistent w/ SUNY Peers during Covid – raised concern regarding retention for F21.
- ☐ EMC Subcommittee on Retention & Persistence developed Persistence Roadmap



# Goal 1: To be a Great College at which to Learn

## 1.8: Diversity & Inclusion – Retaining Students:

- ☐ Diversity Learning Series hosted 12 events with a total attendance of 516
- ☐ 21-Day Equity Challenge Brown Bag Series had 6 events with a total attendance of 464
- ☐ In Summer 2020, the creation of a new Intercultural Center was approved, as part of Community Development. A Coordinator for the Intercultural Center was hired as a repurposed position within EMSA.
- ☐ EMSA repurposed a position allowing the ASC to hire a Transition & Success Coordinator in summer 2020. The position is designed to focus on building and implementing subpopulation programs. Talon Academy was launched in July 2020. Coordinator's focus areas for program development are first gen students, students of color, low socioeconomic students and Veterans.

# Goal 1: To be a Great College at which to Learn

## 1.9: Accreditation:

- ❑ Brockport has 72 nationally accredited programs.
  - AY20-21 - 3 Accreditations Successfully Completed:
    - Computer Information Systems (CIS)
      - The CIS program remains as the only ABET-accredited program in New York State.
      - Cost: \$997.50
    - Advanced Computing track of Computer Science (CSC-AC)
      - The CSC-AC program is 1 of 4 SUNY schools (Binghamton, Buffalo, & Stony Brook) to be ABET-accredited and 1 of 14 in New York State.
      - Cost: \$997.50
    - Recreation and Leisure Studies
      - Cost: \$1,950 (\$900/yr)
- ❑ Created and revised Middle States Self-Study Report for submission. Created Evidence Inventory. Planning for Middle States Evaluation Team's site visit to Brockport in spring 2022

Goal Two:

To Be a College  
Engaged with Its  
Community

Chair:

Mr. Mike Andriatch



# Overview

- The focus of Goal 2 is to track progress toward engagement of the College in our local and broader communities
- Areas emphasized in 2020-21 were:
  - Service during Covid: numbers down across the board, especially student service
  - “Reimagine Canals” project continues; 2024
  - Continuation of LLS despite Covid: virtual MWTP and auditing of classes
  - Host program for Global students put on hold; launching this AY
  - Campus Calendar and launch of Brockport Today: fully operational this AY
  - 21-Day Racial Equity Challenge in ROC; Brown Bag series in ‘21-22
  - Success of fundraising/Campaign re-boot: endowment to \$23M+; assets to \$30M; nearly 1,200 contacts with donors



# Goal 2: Opportunities for Improvement/Recommended Actions

- Return to in-person Career Fair event in spring 2022, intentional marketing to departments and students, and increased engagement with faculty
- Course auditing: online and face-to-face format will be offered fall 2021. Nearly 30 are registered and participating this fall.
- Live streaming of MWTP lectures will continue.
- Course release for Director of Multigenerational Learning unavailable in '21-22; future plans in discussion.
- Global Spotlight on International Faculty/Staff will launch in 2021-22 across College Communications platforms.
- Continue to train campus constituents on how to use the events calendar and build the number of events listed.
- OEDI is expected to continue the Brown Bag series this year (2021-22) as a follow-up project from the Dale Carnegie training held in spring 2021.
- Determine viability of applying for Carnegie classification as part of 2025 cycle.
- No goal 2 budget requests

Goal Three:

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

Chair:

Mr. Jim Wall



# Goal #3: To be a Sustainable Institution for the 21<sup>st</sup> Century

- The Goal Group #3 Coordinating Committee met throughout 2020-21 to collect and review progress toward each measure of success in the third goal of the *Building a Better Brockport* Strategic Plan.
- Key priorities included:
  - Emergency Preparedness
  - Meadow Restoration Project
  - Clean Energy Master Plan
  - Financial Stability (Budget)
  - Facilities Master Plan
  - Academic Strategic Plan
  - Middle States
- Assessments were completed on each measure of success

# Goal 3 Opportunities for Improvement

- **3.1 Achieve and then maintain higher Sustainability Tracking, Assessment and Rating System (STARS) rating. 33 additional points needed to achieve gold Stars rating**
  - Continue to focus on curriculum-related actions status
  - Development of achievable “Clean Energy Master Plan “
- **3.2 Enact a new budget model that incentivizes innovation and strategic priorities**
  - Complete Zero-Based Budget for all divisions in support of 2022-2023 Fiscal year
  - Determine investment required to support strategic goals and needs
  - Right-Size the Campus in support of current enrollment projections
- **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.**
  - Completion, Review and implementation of recommendations from the Academic Strategic Plan
  - Move the institution into a more competitive position for student enrollment



# Goal 3 Opportunities for Improvement

- **3.4      Revise our Physical Master Plan so that it supports the Academic Strategic Plan, Residential Life Plan and sustainability objectives 3.2**
  - Brockport's programmatic space needs could be met with reduced space if the use of existing classrooms and class labs was optimized
  - Work with JMZ Architects and SUCF to update the Facilities Master Plan (FMP), incorporating SUNY space standards and campus recommendations
- **3.5      Develop and establish appropriate emergency preparedness, business continuity, and information recovery plans for all campus operations**
  - Recalibrate Risk Register on an annual basis
  - Improve the number of training and development programs across all areas
- **3.6      Achieve Middle States Criteria Accreditation with Commendation**
  - Tracking and communication of Key Performance Indicators on a regular basis
- **3.7      Aim to maintain and, where feasible, expand our accreditations**
  - Improve timeline to obtain accreditations

Goal Four:

To Be a Great  
College at  
Which to Work

Chair:

Mr. Dave Mihalyov



# Overview

- ❑ The focus of Goal 4 is to track progress toward offering a healthy campus climate and a culture where our employees have pride, enjoy working, and have trust in the institution and each other.
- ❑ Areas emphasized in 2020-21 were:
  - ❑ Make progress toward EDI goals
  - ❑ Employee retention
  - ❑ Employee recognition
  - ❑ Creating a Campus Climate survey

# Goal 4 : To be a Great College at Which to Work – Successes

4.2 - 21-Day Racial Equity Challenge, Brown Bag lunch sessions

4.2 - Stay interviews

4.3 - Employee turnover rate of 6.64%

4.3 - Launched BIZLibrary

4.6 - Launched Bravo

4.7 - Dale Carnegie EDI training

# Goal 4 : To be a Great College at Which to Work – Opportunities

- 4.1 - Leadership Summit not held; Open Office hours reduced
- 4.3 - Much HR training on hold (i.e. HR 101, Leadership Development)
- 4.5 - Comprehensive campaign postponed
- 4.3 - Create/deploy a Campus Climate survey

# Building a Better Brockport Strategic Plan 2022-2027 Proposed Objectives



Goal One:

To Be a Great  
College at  
Which to Learn

Presenter:

Dr. Mehruz Kamal



# Goal One - Objectives

- Provide high-quality undergraduate and graduate programs that meet the needs of students, employers, the State of New York and beyond.
- Engage students through outstanding teaching and meaningful experiential learning opportunities.
- Enrich our learning environment through increased and sustained recruitment and retention of diverse students, faculty, and staff.
- Foster a culture of curiosity that is inclusive, community focused and kind.



Goal Two:

To Be a College  
Engaged with Its  
Community

Presenter:

Ms. Damita Davis



# Goal Two - Objectives

- Utilize the unique talents of the SUNY Brockport community to meet the economic and societal needs of our region.
- Cultivate lasting and engaging relationships with alumni that positively impact our academic community.
- Effectively communicate the SUNY Brockport story within and beyond our academic community.

# Goal Three:

To Be a  
Sustainable and  
Thriving College  
for the 21<sup>st</sup>  
Century

Presenter:

Dr. Jim Zollweg



# Goal Three - Objectives

- Implement strategic enrollment practices and strong financial stewardship to ensure a fiscally healthy College.
- Pursue environmentally sustainable strategies to support achieving and maintaining a GOLD Sustainability, Tracking, Assessment and Rating System (STARS) designation.
- Enhance the College's physical resources to ensure high quality and accessible learning, living and working environments.
- Increase private support to the College by successfully completing a Comprehensive Campaign.

Goal Four:

To Be a Great  
College at  
Which to Work

Presenter:

Dr. Darson Rhodes



# Goal Four - Objectives

- Create, improve and sustain activities that will positively impact employee recruitment, retention and success.
- Enhance effective working relationships within our shared governance framework.
- Enrich working environment through the increased and sustained recruitment and retention of diverse students, faculty, and staff.
- Build a culture that is inclusive, respectful and kind.
- Foster a sense of belonging, teamwork, and collaboration among administration, faculty and staff.

# Questions:

- Are there any measures of success from the previous version of our strategic plan that you'd like to see retained that you don't see represented here?
- Does this framework offer you a sense of purpose and hope for the next 5 years?
- Is there something we haven't thought of?