

Building a Better Brockport

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

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status				
1.1 Expand, develop and assess academic, co-curricular and operational activities proven to elevate the ability of both graduate and undergraduate students to create their best Brockport experience and shape their future as an engaged citizen and alumni.	A. Development and/or maintenance of assessment and continuous improvement plans for academic, co-curricular and operational areas, aligned with national best practices and budgetary support. STATUS	Academic Affairs Strategic Plan*	i. PPR Reports	Provost	Annually	Deans	The following PPRs were completed this year: -Psychology (grad.& undergrad.) -English (grad. & undergrad.) -Sociology -Anthropology -Modern Languages & Cultures Gen Ed Assessments completed: -Mathematics -Social Sciences -Other World Civilizations -Oral Communication	Anthropology PPR Summary	19-20 Periodic Program Reviews: -Biology (graduate, Med Tech, and undergraduate) -Mathematics (graduate and undergraduate) -History (graduate and undergraduate) -Sports Management -Kinesiology -Philosophy -Women and Gender Studies	Core Needs, Facilities and Alterations: -Campus Information Advanced Analytical Reporting \$19,846	Funded				
		Strategic Plan for Undergraduate Retention	ii. General Education: GEAC assessment data & metrics for developing increasingly effective and efficient delivery of General Education (responding to Gen Ed Delivery Work Group recommendations & earlier reports on Best Practices in Gen Ed)	Academic Affairs Deans & Directors		College Senate (GE Coordinator)		Office of Accountability and Assessment				Chair of the General Education Curriculum and Policies Committee	Chair of the Committee on Accessibility	English Undergraduate Program PPR Summary	-Equipment Replacement and Improvement for required high-enrollment Biology \$33654.60
		Institutional Assessment System	iii. Specific metrics outlined in unit/department annual reports	LITS		Director of Information Technology							English Graduate Programs PPR Summary	-Increasing Accessibility of Hands-on Learning within Anatomy & Physiology Laboratories \$27,950	
		Alumni Engagement Plan										Modern Language & Culture PPR Summary			
		Facilities Master Plan										Psychology PPR Summary	19-20 General Education		
		Residential Life Master Plan										Sociology PPR Summary	-Contemporary Issues		
		Strategic Plan to Grow Graduate Enrollment										Assessment of Student Learning Outcomes in General Education Report	-Perspectives on Gender -Humanities -Critical Thinking (tentative)		
													Learning or ATS Support Space Inventory	Disability Studies Minor will be implemented in Fall 2019	
														Summer of 2019: Define the project management process and provide training for IT. Enhance	

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						Registrar	<p>Migration from Banner 8 to Banner 9 forms was accomplished in December 2018 and the system was rolled out to the campus in January 2019.</p> <p>Preparatory work for student outcome tracking is proceeding. The comprehensive</p>	<p>https://www.hesc.ny.gov/pay-for-college/apply-for-financial-aid/nys-tap.html</p> <p>https://www.hesc.ny.gov/pay-for-college/financial-aid/types-of-financial-aid/nys-grants-scholarships-awards/the-excelsior</p>	<p>opportunities for student workers to become more involved with IT in higher skill level projects that will support their academic and career goals.</p> <p>Continue to define and build out our datacenter/server infrastructure for greater reliability and streamline support. Migrate the campus to Microsoft OneDrive and SharePoint from the existing share drives.</p> <p>Migration from Banner 8 self-service applications to Banner 9 self-service functionality is set to begin in summer 2019 and be available by the end of the fall 2019 semester.</p> <p>Review of Banner curriculum tables is underway.</p>		

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							<p>review of academic programs has been completed. Academic departments that had inconsistent information on the departmental website compared to the approved College Senate resolution were contacted and asked to submit curriculum revisions to bring the approved requirements in-line with their printed expectations.</p> <p>2 Staff hired to accommodate increased workload associated with the assignment of the New York State Financial Aid programs. Staff currently working with LITS staff to review automated processes, identify areas of concern and implement improvements to advance the accuracy of the</p>	scholarship.html https://www.ellucian.com/Solution-Sheets/Ellucian-Degree-Works-Student-Educational-Planner/Registration & Records Annual Report	LITS and Registration and Records will continue to partner to maximize usage, increase efficiency and accuracy associated with the recording of transcripts, as well as setup for TAP and Excelsior. Enhancements include automated transactions, reducing the need for manual updates.		

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						Financial Aid	<p>certification process and reduce workload.</p> <p>The Financial Aid Office successfully implemented New Year Start Up for the 2019-20 award year. Students were able to begin filing the FAFSA application on October 1, 2018. We sent out the first award letters for the 2019-20 award year on January 16, 2019.</p> <p>Financial Aid Office has found improved customer service with its document processing. There has been no backlogs in file processing or document input as has been experienced in the past.</p>	<p>Financial Aid Annual Report</p> <p>Financial aid letters sent to students during the initial start up to 2019-20 processing:</p> <p>1,266 Tracking (missing information) letters</p> <p>342 Estimated award letters</p> <p>952 New Student award letters</p> <p>964 Continuing Student award letters</p>	<p>Complete necessary programming to include TAP and Excelsior in aid estimate letters.</p> <p>Explore improved use of chatbots.</p> <p>Improve customer service through adjusting phone hours, text messaging communication strategy and the potential use of the SLATE Communications System.</p> <p>Explore CampusLogic as a Financial Aid tool.</p>	<p><i>EMSA 1a & 3a: Continue funding the maximum of \$1,655,200 from central budget for the Extraordinary Scholarship Program (Annually). An additional \$1,350,000 is allocated in the DIFR budget towards this program (Annually).</i></p>	Funding will be supported for up to \$3 million for extraordinary scholarships; in 19-20, ratio between DIFR and central budget will be determined.
	<p>B. Strengthen cross-divisional partnerships and implement process-improvement strategies to enhance the Brockport experience.</p> <p>STATUS</p>		i. Complete a comprehensive review of National Survey of Student Engagement (NSSE) and SUNY Opinion Survey (SOS) data; provide recommendations to Cabinet	Institutional Research and Analysis	2019-20	Institutional Research and Analysis	<p>NSSE & SOS themes were identified and will be analyzed in 2019-2021 (HIPs/CHIPs, Diversity, Student Satisfaction,</p>	<p>NSSE & SOS data</p> <p>EMSA Annual Reports</p> <p>Academic Affairs Annual Reports</p>	Theme analysis to occur by 2021.		

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			ii. Cross-divisional engagement opportunities (i.e. Leadership Summit)			Cabinet	<p>Community Engagement).</p> <p>The EMSA Assessment Team analyzed department-level results for each unit. Results are available in departmental annual reports.</p> <p>Two Leadership Summits were held in 18-19, focused on student retention and launching a campaign. Approximately 115 participants attended each event.</p>	Leadership Summit Agendas	Next scheduled Leadership Summit is on August 22, 2019.		
	<p>C. Utilize annual assessment report data and the Council for Advancement of Standards in Higher Education (CAS) program review recommendations to elevate campus program, service, and facilities in a manner reflecting best practice and outstanding stewardship of resources (people, funding, facilities).</p> <p>STATUS</p>		<p>i. CAS standards and program reviews – year 1 to identify and map units with standards and publish a program review schedule. Years 2 to 5 to execute the program review schedule</p> <p>ii. APPA Survey</p>	<p>Vice President for Enrollment Management & Student Affairs</p> <p>Vice President for Administration and Finance</p> <p>Chief Information Officer</p>	<p>2018-19</p> <p>2017-18</p> <p>Annually</p>	Assistant Vice President for Enrollment Management & Student Affairs	<p>CAS Self-Assessments were completed for Leadership Programs and Fraternity & Sorority Life. Commuters and Academic Advising will be completed by December 2019.</p> <p>Every EMSA Unit completed Part 7, Equity, Diversity and Access.</p>	CAS Self Assessments Executive Summary of results are found in EMSA Annual Reports	CAS Self-Assessments scheduled for 19-20: Orientation Programs, Transfer Services, AOD Programs, Sexual Violence-Related Programs & Services, EOP, Campus Activities, College Unions, UG Admissions, and Career Services		

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						Director of Facilities and Planning	Continued participation in the APPA Facilities Performance Indicators Survey http://www.appa.org/research/FPI/index.cfm	APPA Performance Indicators Report			
	D. Provide academic support services through both a centralized academic success center and individual department to achieve on-time degree completion. STATUS		i. Evaluation of Academic Success Center, including the following data: NSSE data SUNY SOS data Customer service feedback On-time graduation rates FY Retention Rates	Director of the Academic Success Center	Annually	Director of the Academic Success Center	<p>ASC opened in Fall 18. There was increased usage in all three areas of the ASC.</p> <p>The ASC implemented a Kiosk-based usage tracking system through the EagleSUCCESS Early Alert and Communication tool. All Advisement and Retention usage is tracked, categorized, and available through this system.</p> <p>EagleSUCCESS trainings for academic departments increased (14).</p>	<p>ASC Annual Reports</p> <p>BeYou@Bport Video</p> <p>NSSE & SOS data</p> <p>Since the ASC opened, 2,500 students accessed in-person advisement services. 1655 students utilized ASC Tutoring in 18-19, totaling 10,288 visits</p> <p>EagleSUCCESS Usage tracking and reporting including progress report completion rate 90-94%: up 2%, faculty/student usage numbers and ASC tracking information.</p>	<p>Continue to track and adjust based on data analysis.</p> <p>Expand kiosk usage across campus starting with Financial Aid.</p> <p>Increase training and improve available student information (i.e. majors) within EagleSUCCESS to optimize usage.</p>	PIF Grant	PIF Funding included in 5 year model; subject to annual review.
							The Transition student population is		Collect data to track	\$12,400 for additional instructors to	Funded

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							<p>now part of the Emerging Scholars program, which includes additional support through the 3 credit, graded APS class and an LLC for Fall 2019.</p> <p>Supplemental Instruction was offered for new courses based on high DEW rates and students requesting academic support.</p> <p>Assistive Technologist was hired using and Extended PIF Grant. The following new assistive technologies were procured: -Braille Label Maker, embosser & Impact Paper -Ergonomic Keyboards -Zoom Text, Large Print Keyboards -Trackball devices -10 user License to Sonosent</p> <p>Implemented initiatives to</p>	<p>5,400 student sign-ins for tutoring have been recorded, a 36% increase in tutoring usage, compared to prior fall semesters.</p> <p>Golden Eagle Orientation</p>	<p>effectiveness of this initiative.</p> <p>Continue offering Supplemental Instruction and tutoring in the ASC and online.</p> <p>Continue to evaluate current and new assistive technologies to meet student needs.</p> <p>Continue partnerships</p>	<p>teach the 3 credit APS</p> <p>Full time tutor support specialist requested through AA.</p>	<p>Temporary line currently supported through Dec. 2019.</p>

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							<p>promote belonging and social norming through the BeYou @ BPort initiative as well as departmental trainings and partnerships with schools like the School of Arts and Sciences ASC Liaison.</p> <p>52 Peer Mentors (PM) had more than 780 one-on-one meetings with first year students.</p>	<p>Total attendees: 1,160 (Almost 90% of FYE students)</p>	<p>and display the information learned and videos created to the campus population, including throughout Summer Golden Eagle Orientation programs.</p>	<p>Strategic Priorities Fund: APS Peer Mentor Program \$17,950</p>	<p>Funded</p>
	<p>E. Cultivate existing and emerging alumni networks in innovative ways to gather data related to our graduates’ success in navigating career, community, and personal pathways.</p> <p>STATUS</p>		<p>i. First Destination Survey through a 1, 2, 4 year implementation and review plan by 2018</p>	<p>Director of Alumni Engagement</p> <p>Director of Institutional Research and Analysis</p> <p>Director of Career Services</p>	2018-19	Director of Career Services	<p>The First Destination Survey has been administered in Spring 2019.</p>	<p>First Destination Survey Results</p>	<p>Continue to work on increasing response rates to FDS.</p> <p>Roll-out salary information from SUNYIR to campus.</p> <p>Explore National Alumni Career Mobility Survey</p> <p>Reconvene campus FDS group.</p>		
	<p>F. Develop a Master Plan for Classroom Technology to audit and enhance technology in learning spaces across campus.</p> <p>STATUS</p>		<p>i. Evaluation of existing classroom technology</p>	<p>Provost</p>	2020	Director of Information Technology	<p>Completed the Learning or ATS Support Space Inventory, including all learning spaces, the furniture,</p>	<p>Learning or ATS Support Space Inventory</p>	<p>Review space inventory with IT and Facilities to develop a campus-wide classroom technology upgrade</p>		

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							and the technology in those spaces along with dates of installation that can be used to calculate a renewal schedule.		program, including standardized technology platforms and upgrade costs per square foot.		
1.2 Revise and further develop the College Academic Program Array, to ensure that resource allocation facilitates sustainable improvements in program quality. This will include, where appropriate, the development of degree completion programs.	A. Complete Academic Program Array and develop guiding principles for academic program decision making STATUS	Academic Affairs Strategic Plan* Strategic Retention Plan Facilities Master Plan	i. Campus, community and alumni survey and focus group work during 2018-19 Institutional Research data on enrollment trends National and local trend analysis	Provost	2019-2020	Provost	Provost gathered information over the course of the year to determine scope, sequence and best methodology to accomplish this goal.		Create a Senate workgroup to begin working on plan.	.	
	B. Review Academic Program Array and apply guiding principles to ensure alignment with resource allocation strategy for Academic Affairs, Facilities Master Plan and Strategic Retention Plan. STATUS	Strategic Plan to Grow Graduate Enrollment	i. Academic Program Array and Guiding Principles		2021-22	Provost	Provost gathered information over the course of the year to determine scope, sequence and best methodology to accomplish this goal.		Create a Senate workgroup to begin working on plan.		
	C. Execute the SUNY Performance Improvement Fund (PIF) to offer online third and fourth year completion programs. STATUS		i. Completion Program Data	Vice Provost Hybrid/Online Support Team	Annually	Vice Provost	The Completion Program continues to yield positive results since its implementation in 2016. 460 students graduated as a result of this program, which generated over \$920,000 since 2016.	Completion Program Data	Continue the Completion Program efforts.	PIF Grant	PIF Funding included in 5 year model; subject to annual review.
1.3 Grow the number of grants applied for and received, especially those that	A. Increase the systematic sharing of relevant grants internally:		i. Start offering workshops annually, with a goal of 2 within year 1	Provost Deans	2017-18	Coordinator of Grants Development	1 Grant writing workshop was offered for faculty, 3 were	16-17 Grant Applications: 51 Awarded: 29	The new Coordinator of Grants Development		

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support our students' learning and engagement.	Increase the number of workshops provided for new faculty Increase the number of potential grants internally shared with all faculty Increase the number of resubmissions following unsuccessful application Number of grants received STATUS		ii. Relevant grant opportunities shared in comparison to the actual grants submitted: 60 grants applied for during 15/16 academic year, 28 awarded. 3% growth annually. iii. Compare data related to individuals resubmitting grant applications following declination letters from agencies: 5 resubmissions in 15/16 academic year. 3% growth annually iv. Monitor and grow the number of grants received	Coordinator of Grants Development			offered for students. New Coordinator of Grants Development was hired.	Total: \$6,995,289 17-18 Grant Applications: 51 Awarded: 23 Total: \$2,225,252 18-19 Grant Applications: 51 Awarded: 20 Total: \$1,118,571	will implement a system to better track data related to grants and review future training opportunities for campus stakeholders.		
1.4 Growth in the number and percentage of graduate students who conduct original research, attain external funding or publications, and/or who are professionally prepared for their careers, as determined by alumni surveys and other measures.	A. Assemble new work group, or utilize the Graduate Council, to collect baseline data, determine who will be responsible for collection of data, and to develop strategies to increase the number and percentage of graduate students who conduct original research, attain external funding or publications, and/or who are professionally prepared for their careers. STATUS	Academic Affairs Strategic Plan * Strategic Plan to Grow Graduate Enrollment	i. Convene work group ii. Determine baseline data and goals by 2019 iii. Utilize Digital Commons to house all research	Provost Director of the Center for Graduate Studies Coordinator of Grants Development Director of Alumni Engagement Director of Career Services Graduate Council	June 2018 2018-19 2020-21	Director of the Center for Graduate Studies	Workgroup was convened in 2017-2018. No further progress has been made. Increased the number of funded Academic Affairs Graduate Assistants (34 to 37 positions in 2018-2019) and increased their annual stipend (\$6,000 to \$7,500).	For AY 2018-2019 Graduate students conducting research = 315 Graduate students presenting research = 228 Graduate students published = 49 External funding for graduate students = \$30,100	Survey/update at end of 2019-2020 academic year to all graduate program coordinators to provide data for 2019-2020. Incoming Director of the Center for Graduate Studies will be charged with this goal.	Funding for 3 Graduate Assistants in Center for Graduate Studies, Office of Undergraduate Research, and the Institute for Poverty Studies and Economic Development	Funded
	B. Include questions related to “professional preparedness” to alumni surveys/First-year Destination Survey, sent to all alumni (including graduate students). STATUS		i. Survey entire alumni base by 2022		2021-22	First Destination Survey Team	Survey vendor was secured. Questions were added.	First Destination Survey Results Of graduate respondents to First Destination Survey: 85% employed full-time;	Alumni Survey was completed in 2019. Ongoing data analysis will occur.		

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							<p>Academic Internship Committee has asked to have “formal” relationship with Provost’s Office, and more formal relationship in campus structure.</p> <p>The Academic Internship Committee has created a Brockport Internship Manual based on the SUNY Internship Manual (best practices for developing internships).</p> <p>Accredited departments must use evidence-based practices, which include internships</p> <p>Program assessment may contain SLOs related to internship courses</p> <p>Data collection in Psychology on student perceptions of internships</p>		<p>Survey campus for existing internships.</p> <p>Populate Salesforce with existing and new internships.</p>		
	B. Use evidence-based strategies to implement and advance 3-4 high impact practice-based pedagogy and		i. Each CHIP will have a fully developed implementation and assessment plan measuring	Vice President for Enrollment Management & Student Affairs	Cycle 1 to be completed	Assistant Vice President for EMSA	Cycle 1 of CHIPs was completed. Involvement in	CHIPs Presentation	Implement Cycle 2 of CHIPs: Community	Strategic Priorities Fund: APS Peer Mentor	Funded

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	(SUGR) opportunities with private support funding. STATUS					Senior Director, Advancement Director, UG Research	program in 2019-20. Director of Undergraduate Research (faculty reassignment) will begin in 2019-20. In summer of 2018, Advancement provided 14 named and 13 Foundation-funded awards for Summer Undergraduate Research (SUGR). In summer 2019, Advancement will provide 23 named and 10 Foundation-funded SUGR awards. Internships and UG research are two of the main priorities for the pending Comprehensive Campaign.	additional scholarships.	ed awards for SUGR. Advancement will work with the Provost and new Director of UG Research on the strategic vision and fundraising for the new year-round program.		
	C. Develop database of all Study Abroad/International Education alumni to better identify potential donors. STATUS		i. Explore a privately funded study abroad and international education opportunities; determine feasibility		June 2019	Director of the Center of Global Education and Engagement	Database of alumni exists and is being populated.		Future Director of the Center for Global Education and Engagement will work with Advancement to explore fundraising opportunities		

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	<p>B. Enhance student retention efforts through use of analytics in determining parameters of outreach, creation of a financial leveraging model and improvements in orientation, advisement, academic and early warning intervention, counseling and other student support mechanisms.</p> <p>STATUS</p>					Assistant Vice President for EMSA	<p>than 70% were jobs dedicated to recruitment or retention efforts.</p> <p>Student Retention Study of First Time/Full Time Students was completed in Fall 2018. This study revealed a decline in the retention of first time, full time students over the past two years (82.4% in 2015 to 73.8% in 2017).</p> <p>The Enrollment Management Committee formed a Subcommittee on First Year Retention, that developed action items based on the following trends: Financial Need, Transition Student Support, Advising, Academic Probation Student Support, Support for Historically Underrepresented Students, Predictive</p>	<p>College Senate Presentation on First Year Retention</p> <p>Subcommittee of First Year Retention Plans</p> <p>Strategic Plan for Undergraduate Retention</p>	<p>Over 30 strategies were developed and are in the process of being implemented to address the retention trend.</p> <p>Examples of strategies include: the development of the Emerging Scholar's Program including a 3 credit APS course and offering an LLC in Fall 2019; the development of a Minority Male Initiative for Fall 2020; Using Text Messaging as a Communication and Retention Strategy; increased training and support for academic advisors; evaluating unmet need, etc.</p> <p>Pursue a SUNY grant for the predictive analytics Starfish tool.</p>	<p>\$12,400 for additional instructors to teach the 3 credit APS</p> <p>Master Advisor program would be incentivized with extra service funds/course re-assignments.</p> <p>Strategic Priorities Fund: Important Tutor Resources \$5,300</p>	<p>Funded</p> <p>Funded</p> <p>Funded</p>

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						Director of the Academic Success Center	<p>Analytics, Faculty Initiatives and Enhancing the Overall Experience</p> <p>The Academic Success Center (ASC) implemented online tutoring, boasting the fourth highest usage among SUNY institutions that utilize online resources.</p> <p>3 credit APS class for transition students yielded positive results (higher GPAs and retention rates). Senate passed a resolution making this course mandatory for all Emerging Scholars.</p> <p>Advisement training was increased through 8 CELT workshops and an increase in Liaison groups/communication. The School of Arts and Sciences did a partnership</p>	<p>ASC Annual Reports</p> <p>ASC SUNY Spotlight</p> <p>ASC Liaison Group Report</p> <p>College Senate Proposal for 3 credit APS</p> <p>Tutoring Data</p>	<p>Continue Expansion of EagleSUCCESS cohorts and training to include Major/Minor/School as filterable options.</p> <p>Evaluate 3-Credit Emerging Scholars APS class and consider summer bridge program.</p> <p>Create materials for advisors to better identify best practices and changes to advisement protocol. Enhance liaison partnerships while training and supporting a master advisor program to support advanced faculty advisors in training and helping other faculty advisors enhance their skills.</p>		

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							<p>study on how they could better collaborate and utilize the ASC. Weekly emails went out updating chairs, directors and advisement coordinators on current advisement concerns and trends.</p> <p>EagleSUCCESS Cohorts were expanded to include more information</p>				
1.8 Campus climate data will show continual improvement, and, based on assessment results, resources will be dedicated to addressing issues of diversity in the curriculum and in faculty/staff representation, as well as equity in student retention, completion, and opportunity. We will make demonstrated progress towards the Equity, Diversity, and Inclusion (EDI) goals outlined in the Strategic Plan for EDI.	A. Implement and assess the Strategic Plan for Equity, Diversity and Inclusion. STATUS	Strategic Plan for Equity, Diversity and Inclusion Academic Affairs Strategic Plan * General Education Assessment Plan International Enrollment Strategic Plan*	i. Assess progress of the Strategic Plan for EDI annually to determine if targets are met	Vice President for Enrollment Management & Student Affairs Provost College Senate Chief Diversity Officer Director of Assessment Director of the Center for Global Education & Engagement Director of Institutional	Annually	Chief Diversity Officer	Year 1 progress of the EDI Strategic Plan was benchmarked per goal.	Strategic Plan for Equity, Diversity and Inclusion Data	EDI Plan benchmarks (objectives) have been selected for the 2018-2019 AY. Data collection process will be implemented September 2019.	PIF #36 and #37 (2 year SUNY funding sources) are funded through 19-20.	
	B. Increase the collaborative and collective engagement of faculty, staff and students in educational programs and initiatives related to equity, diversity and inclusion (EDI).	SUNY PIP	i. 100% of incoming students, faculty, administrators and staff will participate in EDI training within their first year	Research and Analysis	2019-20	Chief Diversity Officer	Development of 6 EDI Online Training Modules (Everfi) for employees and	https://everfi.com/offerings/listing/diversity-equity-inclusion-for-students/	Implement modules. Continue to infuse EDI training into	Per SUNY PIF #37, costs associated with module development	

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	STATUS						<p>students (3 per stakeholder group)</p> <p>The President’s Committee on Diversity and Inclusion’s Professional Development Committee offered 14 trainings in 18-19, with over 200 participants:</p> <p>6 Safe Zone 7 Racial Justice 2 Understanding Ableism & Accessibility</p> <p>Office of EDI led first Unity Trip to Washington, DC, with more than 40 students visiting historic sites and meeting with alumni.</p>	<p>https://everfi.com/offerings/listing/diversity-inclusion/</p> <p>Training evaluations</p>	<p>onboarding processes.</p> <p>Continue to offer signature trainings and expand participation.</p> <p>2020 Unity Trip to Atlanta, GA is being planned.</p>	<p>were satisfied (paid in full).</p> <p>Professional Development Committee Chair course re-assignment/stip end</p> <p>Strategic Priorities Fund: Making Online Course Content Compliant with ADA Course Accessibility Guidelines \$39,760</p> <p>Targeted raising of private dollars to support this trip.</p>	<p>Funded</p> <p>Funded</p>
	<p>C. Continue to support and strengthen the College’s distinctive General Education commitment to diversity, interdisciplinary critical inquiry, and intercultural competence through continued General Education assessment and review as well as recruitment and retention of faculty effectively teaching and pursuing scholarship in courses marked with D/O/W/I.</p> <p>STATUS</p>		<p>i. (Re)Assess student performance for D, W, and O Student Learning Outcomes (SLOs) in general education areas. Faculty teaching these courses will determine desired benchmarks (e.g. 75% of students will meet or exceed standards); appropriate evaluation criteria (rubrics); and assessment measures that align with the Strategic Plan for EDI</p>		2021-22	Chief Diversity Officer	<p>D, W, O courses were reviewed in 2018-2019.</p> <p>Definitions of EDI were created by PCDI and approved by College Senate.</p> <p>Highlighted as Goal 3 of the EDI Strategic Plan, progress of the following</p>	<p>Strategic Plan for Equity, Diversity and Inclusion Report</p>	<p>Reflecting progress of the 2018-2019 EDI Strategic Plan, the following objectives will be benchmarked: A) Review General Education Requirements D) Diversify Times, Topics and Locations of Professional</p>	<p>PIF #36 and #37 (2 year SUNY funding sources) are funded through 19-20.</p>	

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			ii. Determine number of programs with SLOs that address diversity, critical thinking, or intercultural competence and create a plan to increase that number by 10% over the next 5 years				objectives were benchmarked: B) Review and Implement Online Diversity Modules E) Regular SafeZones and Race/Racism/P privilege/Empo werment Trainings I) Research & Support Implementation When Appropriate of Interdisciplinary EDI Related Minors or Certificates		Development Offerings H) Addition to Diversity Statement in Employee Application Package I) Sustainability and Possible Growth of WMS and AAS		
	D. Increase study abroad participation rates and international student enrollment. STATUS		i. Data on number of students studying abroad and number of international students enrolled		2021-22	Director of the Center for Global Education and Engagement	Campus will be part of ACE Internationalizat ion Lab in 2019-20.				
	E. Continue to recruit and more effectively retain a diverse student body by leveraging resources to create, sustain, and increase visibility of support groups, transitional programs, mentoring, social networking, and advocacy resources for minority and underrepresented students. STATUS		i. Retention data		2021-22	Chief Diversity Officer Assistant Vice President for EMSA	Office of EDI led first Unity Trip to Washington, DC, with more than 40 students visiting historic sites and meeting with alumni. The formation of a Minority Male Initiative (MMI) planning group occurred, including attendance at the Clemson Men of Color Summit in April 2019.	Lavender Ceremony	2020 Unity Trip to Atlanta, GA planning is underway. Planning will continue. Plans are being developed to propose a first year MMI program for fall 2020.		

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
							The first annual Lavender Ceremony, a graduation ceremony for the LGBTQIA+ community, was offered.		The 2020 Lavender Ceremony planning is underway.		
						Director of Undergraduate Admissions	Further expand on the pilot EOP recruitment week in NYC by offering this same service in Buffalo, Rochester, and Syracuse.	Admissions Recruitment Plan	Adapt our EOP admissions process to allow for formal admission to happen prior to December 1st with the help of Financial Aid.	Continuation of funding down-state, NYC and Long Island recruiters.	Funding incorporated into 5 year financial model, subject to annual review.
							Maintain presence with RCAN.	Target Reports	Offer more resources to RCAN (ie: through group visits and staff volunteering).		
							Develop a recruitment/communication plan surrounding the BeYou@Bport initiative.		Develop a communication plan around the BeYou@Bport video series that includes more testimonials.		
	F. Increase retention of first-year, first-time students and transfer students.					Assistant Vice President for EMSA	Student Retention Study of First Time/Full Time Students was completed in Fall 2018. This study revealed a decline in the first year retention of first time, full time students over the past two years (82.4% in 2015	College Senate Presentation on First Year Retention	Over 30 strategies were developed and are in the process of being implemented to address the retention trend.	\$12,400 for additional instructors to teach the 3 credit APS	Funded
	STATUS					Director of the Academic Success Center		Subcommittee of First Year Retention Plans	Examples of strategies include: The Development of the Emerging Scholar's	Master Advisor program would be incentivized with extra service funds/course re-assignments.	Funded
								ASC Annual Reports			
							Strategic Plan for				

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
							<p>to 73.8% in 2017).</p> <p>Enhanced APS Community Reading programming to broaden cultural points of view for first year students including the reflection portion of the course.</p> <p>Development of a social norming campaign to increase sense of belonging and resilience: BeYou@Bport</p>	Undergraduate Retention	<p>Program including a 3 credit APS course and offering an LLC in Fall 2019; the development of a Minority Male Initiative for Fall 2020; Using Text Messaging as a Communication and Retention Strategy; increased training and support for academic advisors; evaluating unmet need, etc.</p> <p>Submit a proposal for a mandatory 0-credit STEPS class to better reach our students on academic probation.</p> <p>Continue to utilize PIF 33 budget to enhance Assistive Technology available on campus. Increase training opportunities for students, faculty and staff.</p>	<p>Strategic Priorities Fund: Creating Resources for a Diverse Population through Mobile Technology \$6,330</p> <p><i>EMSA 1c & 6b: \$263,100 from central budget to support downstate recruitment.</i></p> <p><i>EMSA 1b: SUNY Grant extended; Funding Request moved to 2018-2019. \$204,422 for 2 advisors, software, supplemental instruction & 2nd quarter courses. (Mix funding – Priority Needs and Computer Tech Fee)</i></p>	<p>Funded</p> <p>Funded</p> <p>PIF Funding included in 5 year model; subject to annual review.</p>

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
									Continue to increase EagleSUCCESS usage through the broadening of cohorts like majors and minors and the calendar scheduling feature. Utilize EagleSUCCESS to better track and schedule both ASC Tutoring services and Student Accessibility Services.		
1.9 Meet or exceed the requirements of accrediting agencies in relation to both our accredited graduate and undergraduate programs.	A. Provide institutional support and resources as appropriate to pursue necessary faculty development, curricular innovation, and other measures necessary to maintain and exceed accreditation standards. STATUS	Institutional Assessment System Academic Affairs Strategic Plan *	i. Accredited programs will demonstrate compliance with or exceed the standards of their accrediting bodies through annual assessment projects that measure and document program and student performance, and efforts to engage in continuous improvement	Provost Deans and department chairs/faculty Office of Assessment & Accountability	Annually	Provost Office of Assessment & Accountability	All accreditation reviews have been passed that occurred this year. Accreditation is being maintained. University Police received accreditation in fall 2018.	Accreditation reports	Starting to plan for Middle States in spring 2021.		
1.10 Continual improvement in external measures i.e. Princeton Review, NSSE, or US News and World Report surveys. Each cycle, we will assess which external measures offer the best validity and relevance to our	A. Establish a workgroup (or utilize existing groups) to identify appropriate indicators for each guide, examine criteria of external measures, benchmark current activities, set goals and determine gaps, suggest activities/processes to reduce/eliminate gaps, and prioritize activities/processes. STATUS		i. By 2020, the workgroup will complete a final report of benchmarked activities, gaps and suggestions to achieve improvement in external measures	Joint Planning and Budget Committee Director of Institutional Research and Analysis	Completion of report by 2021.	Director of Institutional Effectiveness	US News and World Report submission was reviewed in detail in 2018-2019. Aspirant Peer Institutions were determined.	Aspirant and Peer Institution Analysis	When the new Director of Institutional Effectiveness is hired, they will be tasked with next steps.		

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focus on being a great college at which to learn.	B. Review and update institutional Key Performance Indicators STATUS		i. SUNY KPIs	Institutional Research & Analysis	May 2020	Associate Director of Institutional Research and Analysis	A review and comparison of existing college-wide and SUNY KPIs occurred in May 2019.	KPI Report	A workgroup will be formed in 2019 to review and update institutional KPIs. They will be used to help assess the strategic plan.		
Goal 2: To be a College Engaged with its Community											
Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
2.1 Growth in the number and extent of engagement partnerships with the Village of Brockport, City of Rochester, Monroe County, and local rural communities, through active participation in some or all of the following: Community advisory boards and volunteer efforts Town/Gown meetings and initiatives Collaborative events Community internships and partnerships. This will allow us to explore and assess strong community partnerships around areas of critical need, e.g., the development of a community clinic.	A. Chronicle and celebrate engagement of faculty, staff, students and alumni at campus and community activities and programs; increase opportunities for engagement. STATUS	Alumni Engagement Plan Communications Strategic Plan*	i. Number and type of engagement opportunities such as community service, volunteer efforts and collaborative events to enhance the local and regional community (Faculty and staff annual reports)	Director of Alumni Engagement Office of College Communications Vice President for University Relations Community Development LITS	Annually	Vice President for Advancement Community Development LITS Director of Alumni Engagement	Established tracking system through Activity Insight to determine data for faculty. In addition to its regular internal and external activities, the alumni engagement program led three 50th reunion events (History, Dance, EOP) in collaboration with faculty and staff that brought alumni to campus. The Alumni Showcase (October) highlighted six alumni over the course of a day. More than 100 events (see 2.7) also were held	Activity Insight reports Advancement Annual Report Faculty held 716 memberships (locally to internationally), provided service to 405 external organizations, and supported 52 external partnerships (also locally and internationally). A summary showed 12,950 combined hours for these and other community service activities.	In 2019-20, put system in place to determine same data for staff.		

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							Community Development. The Brockport College-Community Chorus is drawing up to half of its membership from the local Brockport community.	Service hours and data will be available in fall 2019	continued need for a transportation system/vans/bus to get students to/from opportunities in and around greater Monroe County		
	C. Initiate the Economic Development and Partnerships Committee centered on the concepts of reciprocity and mutual benefit for College and local communities/organizations/businesses. STATUS		i. Economic Development and Partnerships Committee Developed	Cabinet Vice President for Advancement	2017-18	Vice President for Advancement	The first meeting of this new group was held June 11, 2019.	Advancement Annual Report	Will meet three times per year (summer, fall, spring) to assess on-going local engagement and put tracking system in place.		
	D. Increase the opportunities for community members to engage with College leadership, through Town/Gown initiatives and campus-based opportunities. STATUS		i. Create an annual Community Town Hall and grow attendance each year ii. First Community Breakfast (January 2017) drew approximately 25 community members. Increase by 100% in two years iii. Internship Fair participation rates	Town/Gown Committee Office of the President	2017-18	Vice President for University Relations Vice President for University Relations	Hosted 3 rd Community Breakfast event April 2. 71 people attended, majority of whom were from the community. In May VP for University Relations presented at International Town/Gown Association conference Strengthened relationships with organizations such as IBERO, Heritage	 PowerPoint presentation available	Continue to host annual Community Breakfast and attempt to draw more guests from the community.		

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						Director of Career Services	Christian Services. Offered three major career fairs in 2018-2019. Saw a decrease in attendance, likely due to an overall low unemployment rate.	1237 students attended the three fairs in 2018-2019, which was a 7.6% decrease over the previous year. All of the fairs include opportunities for internships, but the Jobs and Internships Fair was attended by 395 students this year and 450 last year.	Continue to offer internship and career fairs in 2019-2020.		
	E. Explore and assess partnerships around areas of key community need (i.e. developing a Brockport Community Clinic, Canal development).		i. Annual review of projects, reported through annual reports	Vice President for Administration and Finance Town Gown Committee	Annually	Dean of EHHS	Community Mental Health Clinic will open in fall 2019 after Oak Orchard Community Health offered to lead local planning effort and provide location. The College will be a key player with practicum and internship students from multiple disciplines actively engaged.	Press release	Dean of EHHS to lead College involvement and create additional opportunities for students.	Oak Orchard Health has been awarded \$921,864 by the Finger Lakes Performing Provider System in response to a proposal submitted to the FLPPS System Transformation Fund. EHHS requested an internship supervisor position.	Funded externally
	STATUS					Vice President for Administration & Finance	Progress toward the construction of a path on the south side (campus) of the canal continues (funded		Construct planned canal path.	State grant funding was secured.	Under consideration for future years.

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							<p>through state grant).</p> <p>The College is working with the state and the Village on transferring piece of property along canal bank for Village to construct a boat house for use by the Brockport Rowing Club.</p> <p>In collaboration with the College, Brockport Rowing Club is constructing dock along south side of canal near Commissary Park.</p>		Transfer property; construct boat house and dock.		
<p>2.2 Develop stronger working relationships with bodies of influence, including some or all of the following: the Finger Lakes Regional Economic Development Council (FLREDC), the Greater Rochester Chamber of the Commerce, the Greater Rochester Enterprise (GRE), the Rochester Monroe County Anti-Poverty Initiative (RMAPI), and state and national bodies of</p>	<p>A. Establish and charge an Economic Development and Partnerships Committee to: Develop specific plans (strategies) to strengthen the relationships with the Finger Lakes Regional Economic Development Council (FLREDC), the Greater Rochester Chamber of the Commerce, the Greater Rochester Enterprise (GRE) and the Rochester Monroe County Anti-Poverty Initiative (RMAPI).</p> <p>STATUS</p>		<p>i. Consistently pursue FLREDC (CFA) funding each year</p> <p>ii. Maintain and grow presence on the FLREDC and its subcommittees</p> <p>iii. Secure positions among senior institutional leadership, for example on the Chamber, GRE, RMAPI and other boards and committees</p> <p>iv. Establish metrics to align the development of the College’s Institute for Poverty Studies with RMAPI</p>	<p>Vice President for Administration & Finance</p> <p>Vice President for Advancement</p> <p>Vice President for University Relations</p> <p>Director of IPSED</p>	2017-18	<p>Vice President for Advancement</p> <p>Vice President for University Relations</p>	<p>See above re: ED&PC committee.</p> <p>College personnel attended FLREDC meetings and represent on several sub-committees.</p> <p>President Macpherson joined the Rochester Chamber of Commerce Board of Directors in</p>		<p>The College will host a FLREDC meeting in September 2019.</p>		

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relevance to the College.							<p>April. Also, she is a member of the boards for the YWCA, Willow, the Rochester Area College's (RAC) President's group (president of group), is a convener for ROC the Power, and chairs the SUNY Comprehensive College's President's group.</p> <p>The College sponsored the Chamber's Business Rounds series (4-5 events). Also, we were a sponsor for the Top 100, Athena Award, Women of Excellence Dinner, Rochester Educational Foundation event, YWCA, Willow, among others.</p> <p>The College/MPA Program was the Secretariat for the NYS City/County Managers organization, planning</p>				

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
						multiple programs for local governments and municipalities.	multiple programs for local governments and municipalities.				
						Director of Community Partnerships and Outreach, Institute for Poverty Studies and Economic Development (IPSED)	<p>Communicated with Loriane Ngarambe, Rebekah Meyer and Rashid Muhammed to better understand RMAPI goals, initiatives, and opportunities. Explained the IPSED mission and vision, as well as offered potential services to consider.</p> <p>Developed relationships with RMAPI working group participants through meetings and collaborations.</p> <p>Hosted a Beacon Economic Forum in January 2019, attended by 125 community members and local leaders across sectors, which focused on the state of the upstate economy and generating</p>	<p>Designed and drafted two studies/ evaluations for consideration.</p> <p>Employment Best Practices Sub-committee program evaluation design was utilized to inform PILOT, but not funded.</p> <p>Living Wage Sub-committee comparative study, which was referred to the ESL Foundation for funding (status pending).</p>	<p>Continue to attend Employment Working Group Meetings and two sub-committee (Employment Best Practices and Living Wage) meetings.</p> <p>Look for more strategic opportunities to engage graduate students and faculty in supporting RMAPI initiatives and play an active role in working group meetings.</p>	IPSED Director position funding (2019) and half-time faculty member (2020-IPSED designated) in Public Administration Department.	Under consideration.

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							<p>strategic opportunities for more economic growth.</p> <p>Hosted a Beacon Education Forum in May 2019 that was attended by 200 community members and local leaders across sectors, including the Mayor, to hear from a national leader on school reform and discuss local efforts to increase high-quality K-12 educational opportunities in the City.</p> <p>Attended 8-10 RMAPI meetings.</p>				
2.3 Expand campus-based Lifelong Learning opportunities for community members.	<p>A. Lifelong Learning Program Expansion:</p> <p>Identify steady funding source(s) for LL coordination and development</p> <p>Develop and implement a sustainable staffing plan for programming</p> <p>Expand the enrollment of Lifelong Learners in existing and new programming (performing arts, athletics, and other campus events)</p> <p>Expand partnerships with local senior living community and senior centers</p>		<p>i. Secure funding source (public or private)</p> <p>ii. Evaluate staffing options for the program</p> <p>iii. Increase total LL participants by 20% annually</p> <p>iv. Achieve greater than 75% satisfaction rate among program participants through survey evaluations</p> <p>v. Develop system to track program participation</p>	<p>Vice President for Advancement</p> <p>Director of Multigenerational Engagement</p>	Annually	Director of Multi-generational Engagement	Continued marketing via Advancement/ Alumni lists; local outlets (Morgan Manning House newsletter, Suburban News); individual promotion via word of mouth; faculty insights for expanded/quality programming.	Course registration/auditing reports from Registrar; attendance/registration lists at lifelong learning programs; faculty interview transcripts	Continue marketing programs/tracking registration; analyze faculty interview data to create training seminar to enhance classroom experience for auditors, students, and faculty; develop a ‘web presence’ for lifelong learning at Brockport—	Continued student research assistant funding from Provost (approx. \$5,000/semester)	Request LITS support to develop web presence for lifelong learning

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	Determine institutional interest in “Age Friendly University” status STATUS						More than 80 community members audited courses; 10+ audited more than one course/semester; evening lecture series averaged 50 people/session; Mornings with Professors enrollment continues to increase; Fall 2019 will introduce several MSW and MPA courses at Brockport Downtown; Great Decisions program developed into a new courses through Political Science Department; Provost funded undergraduate research assistant—conducted interviews with 20+ faculty to identify best practices/enhance auditing experience and provided programmatic support.		difficult to find information; Review and address parking concerns. Seeking input and feedback to market and grow lifelong learning opportunities into other areas within Monroe County and the City of Rochester: courses at Brockport Downtown, online courses, bringing community groups to Brockport campus.		

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2.4 Ensure increased opportunities to link all students, including international students with community support.	<p>A. Intensify efforts to effectively support international students, devoting resources to support services commensurate to recruitment efforts (i.e. Creation of a Host Family program).</p> <p>STATUS</p>	<p>Academic Affairs Strategic Plan *</p> <p>Alumni Engagement Plan</p>	<p>i. Creation of a Host Family program. Target to be determined by incoming Director of the Center for Global Education & Engagement</p> <p>ii. Annual Report data related to program effectiveness assessments of international student support</p> <p>iii. Number of national and international student internships and mentoring opportunities. Target to be determined by incoming Director of the Center for Global Education & Engagement</p>	<p>Provost</p> <p>Vice President for Advancement</p> <p>Town Gown Committee</p> <p>Director of the Center for Global Education & Engagement</p>	Annually	Director of the Center for Global Education and Engagement	<p>Turnover in leadership of CGEE paused some initiatives in this area in 2018-19.</p> <p>Progress being made on Host Family program.</p> <p>The CGEE has initiated conversations with Rochester Global Connections, which offers several programs that aim to foster connections between our international students and scholars and the local community.</p>	CGEE Strategic Plan under review as new leadership comes on board.	Search for new Director of CGEE will begin in fall 2019.		
	<p>B. Continue to develop opportunities for students to network and pursue internships, mentoring relationships and networking opportunities with alumni and partners working in national and international arenas.</p> <p>STATUS</p>		<p>i. Advancement to host or assist with a minimum of 6 student-alumni-networking events annually</p> <p>ii. Add student module to Graduway software to facilitate student-alumni mentoring relationships by Fall 2017</p> <p>iii. Alumni Engagement to partner with Academic Success Center to pilot Alumni Mentoring Program in 2017-2018</p>			Director of Alumni Engagement	<p>Sent 35 students to NYC for the fourth year in a row to network with alumni who work in Manhattan. Held four site visits and one networking panel (with nine alumni), as well as a dinner and networking event.</p> <p>Office of EDI led first Unity Trip to Washington,</p>		<p>Will hold again in 2019, and will add a visit to Washington, DC, in spring 2020.</p> <p>Unity Trip to Atlanta, GA is being planned for 2020.</p>		

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							DC, with more than 40 students visiting historic sites and meeting with alumni.				
<p>2.5 Build on our history and genesis as an institution of higher learning, to increase collaboration with P-12 schools in Brockport, Rochester City School District, other local schools (in and out of Monroe County), including private and charter schools, as well as the REOC and our local community colleges.</p>	<p>A. Establish a President’s Educational Partnership Advisory Council (PEPAC) to coordinate and track P-14 engagement activities and provide consultation and direction in the development, oversight and coordination of campus initiatives that:</p> <ul style="list-style-type: none"> -Support SUNY’s TeachNY, or similar plans -Improve the academic achievement of students who face significant barriers to college -Increase the diversity of students who enroll and succeed -Empower schools and districts to promote and foster college aspirations through building a college-going culture -Support collaborations and partner with K-12 and post-secondary colleagues -Create tools to partner with educators, families, and communities to inspire and advocate for our students' successful futures <p>STATUS</p>	SUNY Applied Learning Plan	<p>i. Establish and charge PEPAC to develop a draft a white-paper that identifies campus existing P-14 campus partnerships and their outcomes, provides guidance to leverage existing efforts and track outcomes, and recommends new strategies/opportunities (e.g. Urban Teaching Institute)</p> <p>ii. Ongoing tracking to include:</p> <ul style="list-style-type: none"> -Faculty driven applied research grants and publications -Engagement initiative outcomes (e.g. Summer Leveraging Educational Assistance Partnership (LEAP) and Research Initiative for Scientific Enhancement (RISE) network) 3-1-3 program participation. -Student teaching/volunteering/internships/research participation 	PEPAC (co-chairs, Dean, REOC & Associate Dean of Education, Health and Human Services)	Annually	PEPAC (co-chairs, Dean, REOC & Associate Dean of Education, Health and Human Services)	<p>PEPAC advisory council has 15 members.</p> <p>The PEPAC advisory council met on August 30, 2018 and February 7, 2019. The next meeting was held on June 13, 2019.</p> <p>A white paper was written that identified existing P-14 partnerships. This paper was shared with the President in October of 2018.</p> <p>Create broad partnership with RCSD. MOA in progress with RCSD</p> <p>Focus on socio emotional needs as part of partnership with Brockport Central Schools</p> <p>Socio-emotional needs of Brockport Central School</p>	<p>Minutes and agendas for advisory council meetings</p> <p>Existing P-14 partnership white paper</p>	<p>Continue to build partnership with Rochester City School District</p> <p>Continue to focus on Socio-emotional needs as part of partnership activities</p> <p>Create and promote additional pathways to educational opportunities among REOC, MCC and The College at Brockport.</p> <p>Continue to grow existing partnerships and pursue new educational partnerships.</p> <p>Continue to track activities that include but are not limited to new and existing engagements with School Districts, faculty driven research grants and</p>		

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							<p>District Partnership Progress: Oak Orchard Community Health (OOCH) Mental Health Facility (see 2.2 above) to support Brockport Central School District which will refer students to the OOCH Mental Health facility.</p> <p>Counselor Education School Counseling Program students will be completing practicum experiences at the OOCH Mental Health facility.</p> <p>RISE-REOC/MCC/Brockport: Several meetings have occurred regarding the RISE grant. The RISE grant will sunset in 2020 and activities have been planned to close out the grant.</p> <p>Teacher Immersion</p>		<p>publications that are related to educational partnerships, and student participation in programs.</p> <p>President will host local School Superintendents at event at REOC in fall 2019.</p> <p>Small groups to continue to explore partnership opportunities for seamless transfer between REOC, MCC and Brockport.</p>		

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						Director of Undergraduate Admissions	Early College High School partnership was established with Greece Central School District. Over 120 students from grades 9-11 are currently involved.	Male 49% Asian 0% Latino 27% White 10% Black 43% Mixed 15% Unknown 3% Monroe County Post News Article	34 students are starting their journey within this program. Plans are in place to grow participation to 160 students.		
2.6 Increased interdivisional and interdepartmental communication around scholarship, curricular and co-curricular events and achievements.	A. Continue to publish The Port; Continued campus participation in the Editorial Advisors Group. STATUS	Communications Strategic Plan*	i. Analytics on faculty/staff/students and alumni open rates and time on page ii. Increase open rates by 5% for f/s/s and to reach the nonprofit average open rate of 21% for alumni. iii. Increase average time spent on page from 2.12 minutes to 3 minutes	Office of College Communications	Annually	Vice President for University Relations	The Port publications came out the first Thursday of each month of the academic year.	Content is averaging 5,127 page views per month. This is a 6% increase over AY 2017-2018 and a 34% increase over our inaugural year of AY 2016-2017. Student and Faculty/Staff open rates are each up 2% over last year and 4% over 2016-2017. The Alumni/Friends open rate is up 2% over last year and even with 2016-2017.	Review analytics of The Port stories and determine if we need to revise the types of articles posted.		
	B. Enhanced Daily Eagle - Make Daily Eagle more user friendly for users and visually appealing. STATUS		i. Increase in number of stories submitted; 2016 submissions were approximately 1,700 stories. Goal to increase by 10% growth in submissions	Office of College Communications	August 2019	Vice President for University Relations	Revised Daily Eagle was launched January 2019. Included new look and functionality,	The Daily Eagle, which is distributed daily to faculty and staff via email and lives on its own website, was viewed	Continue to tweak functionality of the Daily Eagle based on user feedback.		

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							such as search feature.	nearly 260,000 times. This is a 16% increase over last year.			
								1,967 items were submitted to the Daily Eagle. This is a 10% increase over last year.			
	C. Further develop and implement Campus Calendar – Event Management System (EMS) – a. Pull events data from EMS using RSS feed to populate the homepage and appropriate department pages with events information. b. Deliver video-based intro & training in the use of the Calendar. STATUS		i. Increases in the number of events on the College-wide calendar	BASC LITS College Communications	August 2017	LITS College Communications	Did not make significant progress during 2018-19. Transferred responsibilities to LITS; moving to a cloud-based solution. Planning meetings will take place during summer 2019. Plans are in place to increase usage of the Blackboard announcement function for major campus events and deadlines.		Spend fall 2019 to revamp campus events calendar. Procurement review is underway. Will implement new calendar of announcements in September 2019.		
	D. Promote interdepartmental symposia in schools and across the College (i.e. School Hour). STATUS		i. Each School will determine communication opportunities and plan to encourage interdepartmental communication	Provost Deans	August 2018	Provost Deans	Provost has established a “Points of Pride” database within Academic Affairs to share news stories among the Schools.				

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
							<p>Numerous CELT presentations throughout 2018-19</p> <p>Several faculty and staff participated in the Diversity Conference program</p> <p>Faculty are actively engaged in American Democracy Project (ADP) activities and presentations</p>	<p>CELT schedule</p> <p>Diversity Conference</p> <p>ADP schedule</p>	CELT, Diversity Conference, and ADP activities will continue		
<p>2.7 Ensure enhanced alumni and external engagement, providing for social and networking activities, and inclusive of meaningful opportunities to contribute time, talent, and funding to the College.</p>	<p>A. Academic Deans to work with Advancement to cultivate and solicit major gifts and develop/maintain academic advisory boards.</p> <p>STATUS</p>		<p>i. Annual fundraising goals for in-coming deans to be determined by Provost, Deans, and Vice President for Advancement by July 2018</p>	<p>Provost</p> <p>Vice President for Advancement</p> <p>Academic Deans</p>	Annually	<p>Vice President for Advancement</p> <p>Provost</p> <p>Academic Deans</p>	<p>Advancement adding staff (two Engagement/Gift Officers) with hires in late 2018-19 to work directly with Deans; expected to be on board in summer 2019</p> <p>Dean of SOB&M Advisory Board in place and met in spring 2019</p> <p>Deans of A&S and EHHS working to build Advisory Boards</p> <p>New CRM tool for Advancement</p>	Advancement Annual Report	Complete staffing and put CRM tool in place.		

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
							to be operational in summer 2019 (to assist in identification of prospects for Deans/Schools)				
	B. Continue Eagle Outreach program and ongoing outreach to alumni and community. STATUS		i. Advancement staff to achieve a collective total of 400+ visits annually	Vice President for Advancement Director of Giving	Annually		Put this program on hold until fully staffed in Advancement; will assess usefulness in 2019-20 Advancement sends personal birthday cards to donors, board members, alumni, emeriti, faculty, staff each month. In 2018-19, 1098 were mailed, up 4.7% from 2017-18 and 24.3 percent from 2016-17. Produced comprehensive Alumni Survey in winter and donor survey in May; analyzing results to inform future decisions	Advancement Annual Report Advancement Annual Report Alumni survey and Donor survey Advancement staff had 346 quality visits/contacts with donors, up 8.99% over 2017-18.	Assess how best to use Eagle Outreach moving forward		
	C. Build donor pipeline, identify campaign priorities, and launch next Comprehensive Campaign. STATUS		i. Host a minimum of 50 alumni and community-focused events annually ii. Advancement to continue managing Alumni Association Board and Foundation Board of Directors		Annually		Continually modifying donor pipeline as we build toward Campaign; Major Comprehensive Campaign goals	Advancement Annual Report Advancement hosted 104 distinct events, up 9.33% over last year.	Hire Director of Campaign and Campaign Consultant; do Feasibility Study; set financial and working goals for next	Strategic Priorities Fund: Golden Eagle Pride - Hall of Fame Kiosk & Display \$38,000	Funded

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
			iii. Fundraising goals to be established as part of the Comprehensive Campaign iv. Increase overall Advancement engagement score annually, achieve 8% by 2022 v. Increase total fundraising revenue by 3% annually				in place; hired Campaign Director (begins late June); hiring two Engagement/Gift Officers (in place by July); solidified Finance area with re-structuring after retirement of previous Director; concluding RFP for Campaign Consultant (to be approved at June Foundation conference call); hosted College Leadership Summit focused on Campaign in January 2019. Four spaces on campus are being named after gifts were made in 2018-19: Raj Madan Café, John Scott Atkinson Carillon, Stephen Nash '69 Enrichment Room, Enterprise Holdings Recruitment Room.	There were three (History, Dance, EOP) 50th reunion events during the academic year. The Advancement Engagement score was 12.1%, up from 6.2% last year. Total giving was \$3,134,357, and included the first 50% mark for Faculty/Staff giving and 100% giving participation from all three volunteer boards. The total endowment grew 5.35% to \$14.2 million (up from \$13.4 million last year) with total Foundation assets now at \$18.3 million.	Comprehensive Campaign.		
2.8 Achieve Carnegie Foundation Elective Community Engagement Classification	A. Work towards Carnegie classification , perform gap-analysis to identify key areas lacking plans/activities, and develop/prioritize		i. Formation of a college-wide steering committee ii. Metrics and targets identified based on first-	Cabinet Director of Community Development	January 2020	Steering Committee (Katy Heyning, Karen Podsiadly Mike Andriatch, Jose Maliekal)	Did not make significant progress during 2018-19. Planning meetings will	Master list of “Centers” outlining type, scope, and interactions	Team will move initiatives forward. Committees will be formed and		

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
	<p>recommendations for addressing gaps.</p> <ul style="list-style-type: none"> Explore the creation of a Center for Engagement Establish community engaged awards focused on research, teaching and service. <p>STATUS</p>		<p>time classification framework</p> <p>iii. Development of a multi-year plan to apply for this Classification for the 2020 cycle</p>	Economic Development and Partnerships Committee			<p>take place during summer 2019. Several meetings held of small group.</p> <p>The committee identified key objectives related to the establishment of community engaged awards focused on research, teaching, and service; determining our engaged “centers.”</p> <p>Dean of SAS attended training on Carnegie Classification.</p>	with the community.	begin meeting in 2019-20. Small committee will be established to set up criteria for new award.		

Goal 3: To be a Sustainable Institution for the 21st Century

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
3.1 Achieve and then maintain higher Sustainability Tracking, Assessment and Rating System (STARS) rating.	<p>A. Establish and Charge a B3 Sustainability Committee to engage the campus community and develop, implement and monitor strategies to achieve progressively higher STARS ratings.</p> <p>STATUS</p>	<p>Environmental Sustainability Policy</p> <p>Energy Master Plan</p> <p>NYSERDA Energy Roadmap</p>	<p>i. Inventory of sustainability-related courses</p> <p>ii. Inventory of Greenhouse Gas emissions from 2010 to present</p> <p>iii. Executive Order 88 Reporting</p> <p>iv. Annual Progress against STARS credits</p>	<p>Provost</p> <p>Vice President for Administration and Finance</p> <p>Director of Environmental Health & Safety</p>	Annually (July)	<p>A.i-iv Vice President for Administration and Finance</p> <p>EHS A.v 1) Deans Council, Provost, Vice Provost, School Deans</p>	The College at Brockport has established strategic partnerships which will allow the campus to achieve its goals specific to energy management. Details can be found in NYSERDA Training Metric Quarterly Report.	NYSERDA Report	The project team and partners continues to meet on a quarterly basis	A&F 2d: Permanent funding of \$40,000 to \$45,000 is requested to hire an Environmental Health and Safety Technician to lead the data collection efforts for the annual STARS survey as well as to assist with	Funded

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
							<p>Training has been completed for 19 facilities personnel.</p> <p>A listing of opportunities has been developed.</p> <p>Sustainability Committee has been formed.</p> <p>Received a Silver Rating of 48.6 on current assessment.</p>	<p>Facility Manager Training Summary</p> <p>NYSERDA Workforce Training Opportunities</p> <p>STARS report</p> <p>AASHE Silver Certificate</p>	<p>Future training has been scheduled</p> <p>Energy Review Board has been established to prioritize and monitor projects</p> <p>Meetings to commence fall 2019 to develop Sustainability Master Plan</p> <p>Review significant gaps and develop action plans to drive continuous improvement</p>	<p>other training and compliance activities.</p> <p>A&F 2e: In addition to the Environmental Health and Safety Technician position listed above, an Office Assistant 2 is needed to assist with the STARS reporting, and coordinate, schedule and track a variety of training programs on campus. \$39,533 in permanent funds has been requested.</p>	Position approved and job has been posted
3.2 Enact a new budget model that incentivizes innovation and strategic priorities.	<p>A. Establish and operationalize a Joint Planning and Budget Committee (JPBC) as a presidential advisory committee that serves as the steering committee for institutional planning and budgeting to ensure long-range fiscal sustainability.</p> <p>STATUS</p>		<p>i. Charge a Joint Planning and Budget Committee</p> <p>ii. Establish an annual cycle to ensure integrated institutional assessment, planning, and resource allocation which aligns unit level operations and planning with Building a Better Brockport goals</p> <p>iii. Implement a model for resource allocation that incentivizes innovation and strategic priorities</p>	<p>Vice President for Administration and Finance</p> <p>Joint Planning and Budget Committee</p> <p>Office of Accountability & Assessment</p> <p>Finance & Management</p>	July 2018 (initiate cycle 1)	<p>Vice President of Administration and Finance</p> <p>Joint Planning and Budget Committee (JPBC), F&M, Office of Accountability and Assessment</p> <p>Deans' Council, Chairs & Directors</p>	<p>Hired new VP for Administration and Finance</p> <p>Investment Funds of \$467K was granted for 2019-20. Process managed through a Goal Group versus Divisional approach</p> <p>JPBC Calendar has been established for</p>	<p>Investment Fund Summary</p> <p>JPBC 2019-2020 Schedule</p> <p>Budget Model Presentation</p>	<p>Develop project set back schedule to ensure procurement requirements are achieved. Progress reports to be submitted by project leads.</p> <p>Weekly meetings being scheduled with Finance and JPBC Co-chairs to review and adjust agenda topics as</p>	<p>Permanent funding of \$40,000 to \$45,000 was requested to hire a Budget Office Staff Assistant to process account transactions, reconcile accounts and serve as a resource to departments on budget questions.</p>	Position approved and filled

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
							2019/20 Team established to focus on Finance and Budget model alternatives. Progress report and areas of focus shared with JPBC.		needed. Final recommendations to be shared with Cabinet and JPBC fall of 2019. Implementation of approved changes spring of 2020.	EMSA to Continue funding of \$285,000 SERC operating costs from central budget (Temporary to Permanent)	Funding incorporated into 5 year financial model
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.	A. Develop guiding principles to assist with academic program decision making to ensure alignment with resource allocation STATUS	Academic Affairs Strategic Plan Strategic Retention Plan Facilities Master Plan	i. Academic Program Array guiding principles	Provost	2021-2022	Academic Affairs Deans and Directors	Two College-wide listening sessions were held to help determine the College program array strengths and weaknesses. Program financials being developed		Prior versions of the master plans are being reviewed with the goal of continuation on the full plan and the creation of guiding principles in the fall of 2019.		
	B. Execute the SUNY PIF pre-proposal (if approved) to offer online third and fourth year completion programs in Liberal Arts, Criminal Justice and Business. STATUS		i. Completion Program Data	Vice Provost Hybrid/Online Support Team	Annually	Vice Provost Dean of SOBAM	PIF online completion project funded by SUNY in fall 2017. Continue online PIF project with Business only, due to reduced funding and staff capacity to roll out three programs simultaneously. Business submitted a proposal to Senate, SUNY and SED and received approval in early Fall 2018.	PIF award letter.	Business completion program to be offered in fall 2019.		
3.4 Revise our Physical Master Plan so that it supports	A. Form and charge Physical Master Plan task force groups to focus existing capital	Facilities Master Plan; SUCF	i. Initiate Space Utilization Study (July 2017)	Vice President for	December 2019	Vice President for	JMZ Architects and Planners completed	JMZ Campus Space Analysis	Ensure all future projects strive to achieve	A&F 4a: Hire an Assistant Director of	Positions filled with existing staff

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
<p>the Academic Master Plan, Residence Life Plan, and sustainability objectives.</p> <p>STATUS</p>	<p>priorities and address opportunities implicit in Building a Better Brockport. Develop a multi-year strategy to maximize and leverage available capital funding streams (State University Construction Fund (SUCF), Dormitory Authority for the State of New York (DASNY), Regional Economic Development Councils (REDC)/Upstate Revitalization Initiative (URI), Brockport Auxiliary Service Corporation (BASC), philanthropy, etc.) Position/align the College’s Physical Master Plan within the context of its host community Charge a sustainability sub-committee to inform and align the physical plan with the short and long-term sustainability goals for the College</p>	<p>2015 FMP Update</p> <p>Residential Life Master Plan</p> <p>Energy Master plan</p> <p>Capital Project Plan/NYSE RDA Energy Roadmap</p> <p>Academic Affairs Strategic Plan*</p>	<p>ii. Complete facilities condition assessment (August 2018)</p> <p>iii. Establish scope and schedule (December 2018). See 3.1 above.</p> <p>iv. Successful compliance with the goals of executive order 88 (EO88) (April 2020)</p>	<p>Administration and Finance</p> <p>College-wide Facilities Planning Committee</p> <p>Capital Projects Office</p> <p>Facilities Operations</p>		<p>Administration & Finance</p> <p>Vice President for University Relations</p> <p>Director of Residential Life/Learning Communities</p>	<p>analysis of instructional and office space utilization. Findings were shared with Cabinet and JPBC.</p>	<p>Space Utilization Committee Presentation</p> <p>Documentation in 3.1</p>	<p>SUNY space utilization standards</p>	<p>Maintenance Services and an Assistant Director of Energy Management</p>	<p>Approved. Job description in process.</p>
							<p>Space Utilizations Committee formed to address findings and establish a Space Policy</p>		<p>Provide recommendation and solutions that will improve metrics and reduce occupancy cost</p>	<p>A&F 4d: Hire an Associate Director of Planning in the Capital Facilities Office, as had been done in the past, using SUCF capital funds. This position would manage strategic planning requirements on campus – analyze space needs, advance planning of capital projects, etc. Request that \$92,000 of SUCF capital funds that are provided annually be used for this purpose.</p>	
							<p>Feedback from Cabinet and key stakeholders on major projects (North Campus Infrastructure, Allen Loop, Tuttle and Holmes) has been collected and reviewed</p>		<p>Continue to involve Cabinet and all key stakeholders in major project decisions and milestones</p>	<p>Core Needs, Facilities and Alterations: Portable Ticket Booth at Eunice Kennedy Shriver Stadium \$33,000</p>	
							<p>NYSERDA Energy Roadmap completed in support of E088.</p> <p>Worked in conjunction with Village of Brockport on plans to build a boathouse on the Erie Canal to service the Brockport Rowing Club.</p>		<p>Energy Review Board to meet on regular basis to review progress</p> <p>Complete land transfer to Town Of Brockport</p>	<p>Complete Sale Agreement</p>	<p>Funded</p>
							<p>Sale of Metro Center to City of Rochester to</p>			<p>Core Needs, Facilities and Alterations:</p>	<p>Funded</p>

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
							<p>process. Expected completion 9/01/19.</p> <p>Relocation of SBDC to MCC Downtown in process. Expected completion 7/01/19</p> <p>New Field, Press-box and amenities concept and design has been awarded to the LA group in Saratoga Springs</p>		<p>Complete contract negotiation with MCC</p> <p>Design concepts to be reviewed in July 2019</p>	<p>Seymour College Union Meeting Room Chairs \$16,100</p> <p>Core Needs, Facilities and Alterations: Union Computer/Commuter Lounge Upgrades \$20,625</p>	Funded
3.5 Develop and establish appropriate emergency preparedness, business continuity, record management, and information recovery plans for all campus operations.	<p>A. Charge the Enterprise Risk Management Steering Committee to develop metrics and policy that can be adapted by all units and departments of the college.</p> <p>STATUS</p>	<p>Emergency Preparedness Plan</p> <p>Record Management Plan</p>	i. Operationalize Enterprise Risk Management Steering Committee	<p>Vice President for Administration & Finance</p> <p>Enterprise Risk Management Steering Committee</p> <p>Emergency Manager</p> <p>Emergency Operations Committee</p>	2017-18	<p>Vice President for Administration & Finance</p> <p>ERM Committee</p> <p>Emergency Manager</p>	<p>Risk Register has been completed and ERM steering committee meets every two months. 114 items identified. 60 Green, 48 yellow and 4 Red. Reviews in process to discuss and status improvement plans for red and high yellow items</p> <p>Benchmarked current process with Finger Lakes Community College</p>	<p>ERM Master Risk Register</p>	<p>Continue to review and update the structure and components of the Risk Register.</p> <p>Continue to review and develop mitigation plans for red and high yellow items.</p>	Core Needs, Facilities and Alterations: Security Camera Program \$42,000	Funded
	B. Annual College-wide Risk Management Reporting and Activities (Risk Register).		i. Compliance with Clery Act, State		Annually	Emergency Manager	New York State Division of Homeland	NYS Risk and Threat	Results of risk evaluation will be integrated	Core Needs, Facilities & Alterations:	Funded

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
			implement ISLOs by Spring 2018				College's existing assessment framework. The plan details all aspects of the process including data collection methods, rubrics, norming sessions, assessment reports, closing the loop process and dissemination of reports. The committee submitted a proposal to have the plan accepted by College Senate, and to conduct a pilot assessment of ISLO I, Oral Communication, in Fall 2019. The Executive Committee of the College Senate approved the proposal in Spring 2019.		Institutional Update.		
	B. Effectively integrate institutional assessment, planning and resource allocation. STATUS		i. Establish an annual cycle to ensure integrated institutional assessment, planning, and resource allocation which aligns unit level operations and planning with Building a Better Brockport goals			Vice President for Administration and Finance Joint Planning and Budget Committee (JPBC), F&M,	Investment fund focus has shifted from Divisional view to a Strategic view. Preliminary “Goal Group” presentation in Spring of 2019.	Spring 2019 Goal Group Presentation to JPBC	Continue to have a financial focus on strategic needs to enable “Building a Better Brockport” Continue the transition to a		

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
						Office of Accountability and Assessment	<p>Call letter issued for Fall 2019 Strategic Plan Update Presentations & Budget Prioritization Requests for FY 2020-21.</p> <p>5 Year Model review and campus wide budget presentations completed.</p>	<p>Fall 2019 JPBC Call Letter</p> <p>5 Year Financial Model Update</p> <p>Campus-wide Budget Presentation</p>	<p>financial process that connects strategic and operational requirements</p> <p>Communicate financial forecast and key deliverables on a regular basis</p> <p>Develop and gain commitment on productivity initiatives to ensure “fiscal well-being “</p>		
<p>3.7 Aim to maintain and, where feasible, expand our accreditations.</p> <p>STATUS</p>	<p>A. Provide institutional support and resources as appropriate to pursue necessary faculty development, curricular innovation, and other measures necessary to maintain and/or meet and exceed accreditation standards.</p>	<p>Institutional Assessment System</p> <p>Academic Affairs Strategic Plan*</p>	<p>i. Accredited programs will maintain compliance with or exceed the standards of their accrediting bodies through annual assessment projects that track student performance and program efforts to engage in continuous improvement</p>	<p>Provost</p> <p>Academic Affairs Deans & Directors</p> <p>Vice President for Enrollment Management & Student Affairs</p> <p>Vice President for Administration & Finance</p> <p>Office of Accountability & Assessment</p>	Annually	<p>Provost</p> <p>Direct of Hazen Center for Integrated Care</p> <p>Chief of University Police</p>	<p>Academic Affairs has <u>~35 accredited programs</u>: SOBAM (2 accredited programs: SOBAM, PAD); SOBAM accreditation renewed in spring 2018. SEHHS (29 accredited programs: EDA; EDC, 13; EHD, ~6; HCS, 2; KSSPE, 3; NUR; REL; SWO, 2). KSSPE accreditation renewal (CAATE for Exercise Science).</p>	<p>Most recent self-study submissions and accreditation renewal documents for each accredited unit in the three schools.</p>	<p>Work on Continuous Improvement suggestions after site visits.</p> <p>Submit self-study reports to accrediting agencies as required. SOBAM PAD site visit occurred 2/19; outcome letter due to campus early July 2019.</p> <p>Funding for new resources to be identified in Fall 2019 (to be included in JPBC Call Letter).</p>	<p>Strategic Priorities Fund: Technology Enhancement to the Physical Education - Teacher Education Pedagogy Lab \$19,846</p>	Funded

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
							EMSA has 3 departmental accreditations: University Police, Hazen Center for Integrated Care (Health Center and Counseling Center) are accredited.		Analyze current and future accreditation resources for Middle States in 2021.		
	B. Determine which programs are not accredited but for which the possibility of accreditation exists and provide support for them to apply for accreditation. STATUS		i. For programs seeking accreditation, establish necessary criteria to meet standards; develop and implement action plans for compliance; and complete application process		Annually	Provost Deans	SOBAM: All programs accredited. EHHS: All programs with accrediting bodies are accredited. SAS: Explore possibilities for accreditation in CRJ, JRB, and PSY Master’s program.	Program accreditation reports Accredited programs: https://www.brockport.edu/academics/academic_affairs/accreditations.html	Maintain accreditation SAS” Explore possibilities for accreditation in CRJ, JRB, and PSY Master’s program. Currently, PSH is not moving forward based on feedback from PPR. JRB and CRJ still considering accreditation and will continue to explore next AY.		

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
Goal 4: To be a Great College at which to Work											
Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
4.1 Create, improve, and sustain activities that purposefully engage senior leaders with all stakeholders and organizational systems, ensuring that our leaders have the best opportunity to understand, mentor, communicate, and inform governance at The College at Brockport.	A. Identify, develop, and distribute communication plans and protocols relevant for employee, student, alumni, and College-wide contexts. STATUS	Communications Strategic Plan*	i. Specific communication plans and protocols identified, developed and published based on an annual plan	Cabinet AVP for Human Resources	Annually	Vice President for University Relations	Began creation of Communications Strategic Plan in spring 2019.		Complete plan by fall 2019.		
	B. Expand engagement pathways, such as the College Leadership Summit, to ensure College stakeholders have opportunities to understand, question, and suggest strategies for improvement. STATUS		i. Metrics will be determined as part of the Communications Strategic Plan	Brockport Student Government (BSG) College Senate	Annually		The College held Leadership Summits in August 2018 and January 2019. Continued to hold monthly open office hours with president Macpherson and a rotation of VPs. Topic-specific town hall meetings held as needed.	Leadership Summits averaged 115 employees in attendance. 9 Open Office hour events were held inclusive of REOC. Budget town hall help in Spring '19.	Continue Continue Hold as needed		
	C. Expand opportunities for senior leadership to communicate with and learn from the college community. STATUS		i. Upward appraisal procedures for College leaders completed every five years		Every 5 Years	College Senate	College Senate facilitated review of President Macpherson 2018-19	524 survey responses received (62% response rate).	Senate will facilitate review of Deans in 2019-20.		
			ii. Creation of an Extended Cabinet to include a rotating cross-divisional group of mid-to upper-level administrators		Annually	President	Instituted monthly email message to campus in April.	Senate Resolution President Evaluation	Continue email.		
			iii. Building a Better Brockport Annual Report								

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
4.2 Campus Climate data will show continual improvement, and based on assessment results, resources will be dedicated to tackling long standing issues of equity and inclusion, particularly in relation to the recruitment of and institutional support for a diverse faculty and staff body. We will make demonstrated progress towards the Equity, Diversity, and Inclusion (EDI) goals outlined in the Strategic Plan for EDI.	A. Recruit and retain a more diverse faculty and staff through concerted efforts to: -Collaborate across the College and with Human Resources to achieve best practices in employment searches -Create and/or sustain support groups, mentoring, social networking, and advocacy resources for minority and underrepresented faculty and staff members -Follow best practices for equity in service responsibilities for minority faculty STATUS	Strategic Plan for Diversity and Inclusion Affirmative Action Plan	i. Affirmative Action Plan metrics ii. Develop and utilize a mechanism to gather and analyze campus climate data iii. Generate and implement a plan for annual feedback from underrepresented and minority faculty and staff iv. Number of social and cultural programs;	Cabinet Chief Diversity Officer AVP for Human Resources Institutional Research and Analysis	Annually 2018-19 2018-19 Annually	Provost, CDO, and AVP for HR	Diversity Recruitment and Retention Plan drafted 5/19 Diversity Recruiter hired HR, Affirmative Action and Diversity Office meeting regularly to review recruitment and retention strategies. Expanded number of advertising venues, branding our ads, routinely offering search training.	Affirmative Action Plan	Diversity Recruiter to begin working directly with departments to develop recruitment strategies including attendance at conferences and networking with diverse colleges. PCDI plans to have two Affinity-Based Groups (ABG) chartered at the start of the 2019 fall semester. The Faculty and Staff of Color ABG and the Interfaith Council ABG. PCDI hopes to charter a Vet/Military, ADA and LGBTQ+ ABG.		
	B. Identify opportunities to improve the campus climate, through educational programs, training and policy. STATUS	Strategic Plan for Diversity and Inclusion	i. Metrics in the Strategic Plan for Diversity and Inclusion	Chief Diversity Officer	Annually	Chief Diversity Officer	Develop “roll-out plan” of EDI online training modules for employees. The Bias Response System was updated to better highlight its use, focus	PCDI Charter Diversity Workshops and Attendance Data	Collaborating with HR, Academic Affairs and Cabinet, implement pilot usage of EDI modules during spring 2020 semester. In summer 2019, develop online “reportal” webpage for stakeholders to		

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
							and scope in efforts to address bias incidents and reporting, Establishment of PCDI process to formally recognize (charter) College Affinity (cultural) groups.		accurately document concerns with appropriate institutional process owners, respectively. Under the guidance of the Diversity Recruitment and Retention Specialist, three Affinity Groups will be chartered fall 2019.		
	C. Improve accessibility and inclusion by increasing inclusive physical spaces, communication and cultural competency of staff and faculty. STATUS	Strategic Plan for Diversity and Inclusion Physical Master Plan	i. Campus climate data on accessibility of interpreters, bathrooms, physical spaces, and academic content ii. Identify targets for increasing number of gender inclusive bathrooms iii. Universal accessibility standards	Chief Diversity Officer Director of Facilities Director of Planning	2021-22 2017-18 2021-2022	Chief Diversity Officer Director of Facilities Director of Planning	New power assist doors were installed at the east side of Tower Fine Arts building, accessible ramps were repaired, and accessible parking stall was demarcated. New power assisted door and universal ramp was provided to the new north entrance to Brown / Academic Success Center. Design progressed to install new universal access ramps at two south entrances to Cooper Hall.	Architectural progress drawings were provided for review in May 2019.	Provide additional universal ramps and power assist doors at campus buildings. Replacement doors for Allen Building has construction in progress. Complete drawings, provide bid package, and bid the work in the winter of 2019-20.		

Measure of Success	Strategies	Existing Institutional Plan	Data Source/Metrics	Responsible Person(s) or Unit(s)	Target Date	Point Person	Progress	Documents & Data	Next Steps	Resources Requested	Resource Request Status
							Design progressed to install new universal access ramp to pedestrian railroad crossing south of Middle Quad and Upper Quad residence halls.	Part of the engineering designs for North Campus Infrastructure Phase 2 work	Continue design work in anticipation of bidding the work, possibly by the end of FY 19-20.		
4.3 Continual review, assessment and improvement of faculty and staff recruitment, onboarding programs, including for temporary employees. These include, but are not limited to, new faculty workshops, new chair workshops, CELT workshops, and ongoing training to keep up with obligations and best practices.	A. Continue to offer and assess NEST training STATUS		i. Faculty and staff retention rates	AVP for Human Resources Divisional Deans and Directors	19-20	AVP for HR	Program is offered 3 times a year to professional and classified staff	Survey given to all participants. Overall rating 4 out of 5 with majority of participants rating the program as very good	Continue to offer NEST		
	B. Develop and implement first year mentoring strategies STATUS		ii. Qualitative data gathered from focus groups, open forums, surveys, etc			Deans and Directors, AVP for HR	New faculty orientation program occurs throughout the first year, including monthly meetings. Informal/formal mentoring occurs with faculty in Academic Affairs. HR has hired a training and development position who will be tasked with this goal.		Continue new faculty orientation and mentoring efforts in Academic Affairs. Program/curriculum will be established in fall 2019.		
	C. Require and formally train supervisors on how to orient new employees during their first year STATUS		iii. Training assessment data			AVP for HR	Fall 2019 HR will roll out HR 101 for Supervisors and it will include content on supervisor's role		Survey instrument to be created to assess impact of program		

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							in employee engagement and onboarding				
	D. Develop a recruitment strategy for faculty and staff STATUS		iv. Recruitment data			AVP for HR	HR has well-established search procedures resulting in institutionalized practices.	PRODiG	Submission of PRODiG Application to SUNY System for funding efforts to assist in diversity recruitment and retention efforts.	PIF #36 (2 year SUNY funding source) is funded through 19-20.	Cabinet will review as part of the PIF review process.
						CDO	In collaboration with HR, the Provost and the President, we are finalizing the Diversity Recruitment and Retention Plan (DR2). With the hire of the full-time Diversity Recruitment and Retention Specialist, the Plan's efforts will be benchmarks annually for progress.				
4.4 Achieve excellent and effective working relationships with shared governance and our organized labor to ensure a safe, fair, and inclusive campus, free from workplace bullying, and transparent in its introduction, revision and assessment of policies that impact our community.	A. Conduct an inclusive and comprehensive evaluation of College governance structure using national best practices (focus on communication, topics of risk and liability, as well as resource alignment to mission and service). STATUS		i. Report on governance structures completed and distributed; inclusive of evaluation, revision, and recommendations regarding representation and voting structure (Year 1 with approved plan to be implemented years 2-5)	Vice President for Administration and Finance Chief Diversity Officer	2018-19	President Vice President for Administration and Finance	Evaluation of governance structures complete. College Senate has included students on all Senate committees from the 2018-19 academic year Principles of Shared Governance	Senate minutes Senate Resolution	For all College-wide committees, beginning in the 2019-2020 academic year, the charge and constitution shall indicate how membership is determined, and in particular, how representation by governance groups is		

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							document created and ratified in the 2018-19 academic year. Construction of Campus-Wide Committees document created and ratified by Senate in the 2018-19 academic year		assured in this process. The list of members of the committee will be sent to the College President at the beginning of the academic year, for ratification, approval, and publication		
							Regular meetings took place with our organized labor colleagues.		College Senate has created a committee, led by past-president Kathy Peterson, to submit a SUNY Shared Governance Award in 2019-20.		
							The Policy Committee continues its work on review of all policies, and 30-day public review of policies prior to full approval.				
4.5 Retain and develop employees while providing an engaging work environment that is supportive of the College's mission, goals and priorities.	A. Enhancements to professional development and training: Further develop our Leadership Development Series Require and formally train supervisors on how to orient new employees during their first year Develop and implement formal support for chair/manager leadership certification series Assess opportunities for ongoing training on the unit/department level Efforts to support work/life balance, morale boosting initiatives, etc.		i. Establish a formal Leadership Development Program to be required by all supervisors (and future supervisors) a. Establish a Chair/Manager training/mentoring/certification program (2018) b. Report Annually ii. Identify on-going funding (2017/18) iii. Train 30-xx individuals/year (annually, beginning 2018/19)	Human Resources and 2 to 3 Campus Leaders	Annually	AVP for Human Resources	The College offered the first LDP in 2018-19. We are offering HR101 for Supervisors as referenced in 4.3C above. The 3-part series will include a segment on performance management, employee onboarding and engagement.	14 faculty and staff participated	Need for future LDP offerings will be evaluated. For the 2019-20 academic year, HR will develop a small health and wellness program to support work life balance. Program may include Solutions for Stress Management, Monthly Wellness article		

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	Utilize chair/manager training to improve personnel appraisal and evaluation strategies inclusive of current leadership, management and cultural competency practices; consider a certification series. STATUS						HR is recruiting for a Manager of Organizational Development and Training and the incumbent will be responsible for assessing training needs.		posted in Daily Eagle, Ensuring good nutrition, etc. Chair's Council will meet monthly, and will discuss Chair mentoring and training.		
	B. Extensive Human Resources Policy and Training efforts: <ul style="list-style-type: none"> Provide training on leadership development, functional teams and conflict management Expand new manager/supervisor/campus leader training. STATUS		i. Develop faculty/staff engagement report and report annually: Faculty/staff retention rates Bias Reporting System data review and communication annually to unit and department leadership Employee relations data Training effectiveness data ii. Performance Program and Appraisal Training Workshops and rollout plan developed iii. Ongoing review and development of HR policies	AVP for Human Resources	Timeline developed by 2017-18, reviewed annually	AVP for Human Resources	Manager of Organizational Development and Training is being hired and will be expected to deliver conflict management training. Affirmative Action Officer is certified to teach Crucial Conversations.		Program/curriculum will be established in fall 2019. Additional training modules will be evaluated and rolled out.		
	C. Evaluate the needs of faculty and staff members for support and engagement in their professions and related service. STATUS		i. Amount of resources devoted to faculty research ii. Data related to staff and faculty engagement, service and research iii. Increase grant revenue for faculty research and engagement by 3% annually iv. Determine feasibility of including faculty support as a campaign priority for the next Comprehensive Campaign by June 2018		Annually	Coordinator of Grants & Scholar Development	Scheduling and coordinating meetings with Deans, Dept. Chairs, and faculty/staff to better understand research & grant writing needs. Created a MACH form on webpage to enable faculty/staff to	Request for Funding Opportunity Search MACH Form has 15 entries from faculty/staff.	Provide training (virtual and in person) on how to set up account/user in InfoED Spin database once available. Continue to track number of external grants applied to/awarded. Focus on increasing		

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						EMSA Goal 4 Committee	<p>input keywords, interests and research needs into a database for our office to better assist in searching for funding.</p> <p>Finalized a professional development plan for EMSA Senior Leadership which includes: A reporting process for departmental professional development plans, Promotion of the EMSA Professional Development Grant and encourage applications</p>	<p>EMSA Survey to all members of the Division</p> <p>EMSA Professional Development Grant tracking and use</p>	<p>numbers overall.</p> <p>Finalize EMSA Professional Development Plans by August 2019.</p> <p>Share information with Division Leadership and implement into practice in fall 2019.</p> <p>Research the use of an online newsletter for EMSA to highlight and communicate professional development opportunities and grants</p>		
	<p>D. Maintain and seek new funding to support scholarly research, creative work and presentations on the national and international stage.</p> <ul style="list-style-type: none"> Build campus financial reserves to allow for Innovation Fund Enhance grant development support for faculty <p>STATUS</p>		<p>i. Amount of resources devoted to faculty research</p> <p>ii. Data related to staff and faculty engagement, service and research</p> <p>iii. Increase grant revenue for faculty research and engagement by 3% annually</p> <p>iv. Determine feasibility of including faculty support as a campaign priority for the next Comprehensive</p>	<p>Vice President for Administration and Finance</p> <p>Vice President for Advancement</p> <p>Provost</p>	Annually	<p>Vice President for Advancement</p> <p>Deans</p> <p>Director of Grants Development</p>	<p>Rolling out a search tool database called InfoED SPIN in July 2019 to enhance an automated search process for funding opportunities for all faculty/staff.</p>	<p># of grants applied for 2018-2019: 52</p> <p># of grants awarded: 21</p> <p>Total awarded amount received: \$1,128,571</p>	<p>Continue to market and promote internal grant opportunities to faculty/staff.</p> <p>Continue to market and promote student travel opportunities for scholarly research.</p>		

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			Campaign by June 2018						Secure a speaker for January 2020 (NSF, NIH based) for grant writing workshop. Provide grant writing workshops (one in January 2020, one in spring 2020).		
4.6 Develop appropriate methods and procedures to recognize and reward deserving employees.	<p>A. Undertake a comprehensive pay review that will compare faculty and professional staff salaries against College and University Professional Association (CUPA) and other relevant nationally-normed data.</p> <p>The College strives to ensure fair and equitable workplace (i.e. compensation, workload, etc), which contribute to employee satisfaction, engagement, productivity and morale:</p> <ul style="list-style-type: none"> -Develop faculty and staff compensation plans -Develop a Compensation Communication Program to educate employees on state, SUNY, and Brockport pay practices and policies -Implement appropriate division and campus wide rewards structures, inclusive of but not limited to the salary review/benchmarking project -Ensure performance programs are updated to reflect current duties and workload -Ensure workload expectations are equitable and appropriate to title <p>STATUS</p>		<p>i. Develop long-term strategy to deal with compression and inversion issues</p> <p>ii. Faculty and staff regression analysis</p> <p>iii. Number of employee complaints</p>	AVP for Human Resources	<p>Faculty Salary Plan - December 2017</p> <p>Staff Salary Plan – June 2018</p>	AVP for Human Resources	<p>Faculty and Professional Salary Plans are being developed.</p> <p>HR is preparing performance management reports to provide VPs/equivalent with performance program/appraisal updates. HR is beginning the process of reviewing programs and appraisals to provide guidance to specific supervisors who may require assistance in either writing the documents or reviewing them with their staff. This topic will also be covered in HR101 for Supervisors.</p>		<p>Plans will be implemented in accordance to the UUP collective bargaining agreement beginning October/November 2019.</p> <p>Cabinet will review how equity adjustments will be awarded and how they want to communicate the program.</p>		

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							Senate Resolution regarding faculty service was passed in December 2018. Vacancies and new positions are reviewed by HR to ensure title and salary align with workload.				
	B. Reinstate and re-charge the Celebration Task Force and determine ways to fund initiatives that support morale, work/life balance and efforts to build community. STATUS		i. Event participation ii. Great College at which to Work data	Vice President for University Relations	2018-2019	Vice President for University Relations	Committee was reconvened. Continue to meet each semester. Committee members staffed June 17 Hot Dog Day.	A total of 96 faculty and staff made up the College’s largest-ever JPMorgan Corporate Challenge team, and increase from 5 in 2018 and a jump from the highest ever (34) earlier this decade.	Roll out initiatives suggested by Committee, including creating a “Thumbs Up” acknowledgment tool for campus.		
4.8 Achieve The Chronicle of Higher Education Recognition as a Great College to Work For or similar external measure.	A. Establish a Great College to Work For Task Force (Steering Committee) to: Review Great College to Work For criteria, perform gap-analysis to identify key areas lacking plans/activities, and develop/prioritize recommendations for addressing gaps (May 2018) Annually review Strategic Plan Goal progress and recommend to JPBC adjustments in measures of success/strategies for the upcoming year STATUS		i. Task Force Established by May 2018 ii. Gap analysis conducted with prioritized recommendations/action plans iii. Annual review of progress towards goal achievement	Vice President for Administration and Finance	2021-22	Vice President for University Relations	Survey completed in spring 2018. The College purchased detailed results/data in December 2018.	Great College to Work for Survey Results	Leadership Development cohort will review data, make recommendations in fall 2019.		

*Institutional Plans that are currently under development (as of 6/25/19).

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Acronyms:

ADA	Americans with Disability Act
APS	Academic Planning Seminar
ASC	Academic Success Center
BSG	Brockport Student Government
CAS	Council on the Advancement of Standards in Higher Education
CBOs	Community Based Organizations
CDO	Chief Diversity Officer
CELT	Center for Excellence in Teaching & Learning
CHIPs	Co-Curricular High Impact Practices
DEW	Courses where students Dropped, Failed or Withdrew
EAT	EMSA Assessment Team
EDI	Equity, Diversity & Inclusion
EHHS	School of Education, Health and Human Services
EOP	Educational Opportunity Program
ERM	Enterprise Risk Management
ET	Exceptional Talent
FDS	First Destination Survey
FMP	Facilities Master Plan
GEAC	General Education Assessment Committee
GECC	General Education Curriculum Committee
GEP	General Education Program
GEWG	General Education Work Group
GRE	Greater Rochester Enterprise
HIPs	High Impact Practices
ISLO	Institutional Student Learning Outcomes
JPBC	Joint Planning & Budget Committee
NEST	New Employee Training
NSSE	National Survey of Student Engagement
NYS TAP	New York State Tuition Assistance Program
NYSERDA	New York State Energy Research Development Association
OAA	Office of Accountability and Assessment
ODI	Office of Diversity and Inclusion
PED	Promoting Excellence in Diversity grant
PEPAC	President’s Educational Partnership Advisory Council
PIF	Performance Improvement Fund (SUNY)
REOC	Rochester Educational Opportunity Center
RMAPI	Rochester Monroe County Anti-Poverty Initiative
SAS	School of Arts & Sciences
SOBAM	School of Business and Management
SOS	SUNY Opinion Survey
SUGR	Summer Undergraduate Research
T/G	Town Gown
UGR	Undergraduate Research
URM	Underrepresented Minority
UUP	United University Professions