



The College at
BROCKPORT
STATE UNIVERSITY OF NEW YORK

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Resolution **2021-22 #14**
College Senate

Supersedes Res #: _____

RECEIVED
APR 18 2022 ✓
SUNY Brockport ✓
Office of the President

TO: Dr. Heidi Macpherson, College President
FROM: The College Senate:
RE: → I. Formal Resolution (*Act of Determination*)
II. Recommendation (*Urging the Fitness of*)
III. Other, For Your Information (*Notice, Request, Report, etc.*)

SUBJ: **Academic Strategic Planning Process** (#68_21-22EC)

Implementation Effective Date**: _____

Signed: _____ Date: 4/7/22
(Dr. James Spiller, 2021-2022 College Senate President)

Signed: _____ Date: 4/8/22
(Dr. Eileen Daniel, Vice Provost, The College at Brockport)

****Implementation of resolution requires final approval from SUNY- State Education Department.**
____ YES NO

Please fill out the bottom portion and follow the distribution instructions at the end of this page.

TO: Dr. James Spiller, College Senate President
FROM: Dr. Heidi Macpherson, College President
RE: → I. Decision and Action Taken on Formal Resolution (circle choice)
a. Accepted
b. Deferred for discussion with the Faculty Senate on ___/___/___
c. Unacceptable for the reasons contained in the attached explanation.
d. Comments:

Signed: _____ Date: 5/18/22
(Dr. Heidi Macpherson, President, The College at Brockport)

DISTRIBUTION:
The College Senate will forward the resolution signed by the College Senate President to the Vice Provost for determination as to whether the implementation of the resolution requires final approval from SUNY-State Education Dept. The Vice Provost will then forward the resolution with that designation to the College President. Upon approval, the College President will forward copies of resolutions to his/her staff who will, in turn, forward copies to their staff and to the College Senate. The College Senate Office will post resolutions to the College Senate Web at <http://www.brockport.edu/collegesenate/resolutions>.



**SUNY
BROCKPORT**

**COLLEGE SENATE RESOLUTION
PROPOSAL COVER PAGE**

DEADLINE FOR SUBMISSIONS: January 31

For full consideration during the academic year

- Your proposal will be made into an ADA compliant PDF, will receive page numbering and a routing number, and will be forwarded onto the appropriate committee chair(s).

Routing Number <i>Routing # assigned by Senate Office</i>	68_21-22EC
This Proposal Replaces Resolution	
Revision Date(s)	
Anticipated Effective Date:	

Title of Proposal in Title Style

College Senate Resolution on the Academic Strategic Planning Process

Brief Description of Proposal

This resolution is presented by the College Senate Ad Hoc Study Team on Academic Program Classification in response to the spring 2022 graduate program review and classification process.

Effect on Transfer Students if Applicable

Not applicable

Proposer Information

Jason Morris, Chair, and on behalf of the College Senate Ad Hoc Study Team on the Academic Strategic Plan; jmmorris@brockport.edu

Senate Office Use Only

	Forwarded To	Dates Forwarded
<input checked="" type="checkbox"/> Executive Committee		
<input type="checkbox"/> Standing Committee	Standing Committee	2/25/2022
<input type="checkbox"/> Equity, Diversity and Inclusion Committee		
<input type="checkbox"/> Engagement & Enrollment Planning & Policies	Executive Committee	
<input type="checkbox"/> Faculty & Professional Staff Policies	Senate	
<input type="checkbox"/> General Education & Curriculum Policies	Passed GED's go to Vice Provost	
<input type="checkbox"/> Graduate Curriculum & Policies	College President	
<input type="checkbox"/> Student Policies	OTHER	
<input type="checkbox"/> Undergraduate Curriculum & Policies	REJECTED - WITHDRAWN	
NOTES:		

Whereas College Senate recognizes the importance of academic strategic planning for maintaining and strengthening academic programming at SUNY Brockport; and

Whereas the faculty have primary responsibility for the curriculum, and by extension a significant role in academic programming; and the College Senate is the primary body for representation of the Faculty in curricular matters; and

Whereas undergraduate and graduate programs are linked by the resources available to a department to offer courses at both levels, often in the same course (i.e., swing courses); and academic programs may not fall solely within the purview of a single academic department and may require coordination with supporting courses offered by other departments; and

Whereas the construction of a robust and sustainable academic strategic plan requires significant time and effort of faculty to evaluate available information, collect additional information, and coordinate across departments and disciplines; and

Whereas the timeline for completion of the graduate program review was compressed, shifting the date for final recommendations to President Macpherson from April 4 to March 11, 2022 to accommodate the budget planning timeline, thereby limiting the impact any Senate recommendations would have on the process and its outcomes; and

Whereas the College Senate Ad Hoc Study Team on Academic Program Classification made a detailed “Final Report”—entitled “Final Report of the Senate Ad Hoc Study Team – Undergraduate Academic Program Classification” (November 1, 2021)—that included five sets of recommendations (pasted below) for moving the current “Academic Strategic Planning” process forward in a manner that includes shared governance; and

Whereas that “Final Report” was endorsed by College Senate on November 15, 2021; and

Whereas the two recommendations in the “Final Report” acted upon by College leaders were to (1) make regular presentations and updates to College Senate and (2) consider Departmental feedback regarding the classification or reclassification of their program(s); and

Whereas the remaining recommendations in the “Final Report” have not been implemented by College leaders;

Therefore, be it resolved that the College Senate again respectfully:

- I. Requests that any and all curricular changes that may stem from the ongoing review of academic programming be submitted to College Senate, per standard practice, for review and recommendation; and
- II. Requests that any significant changes in broad academic programming strategy be broadly discussed in accordance with the principles of the Statement on Shared Governance for The College at Brockport; and
- III. Endorses the development of an Academic Strategic Plan for SUNY Brockport, with clearly stated goals, metrics, and review cycle, and developed in accordance with the principles of the Statement on Shared Governance for The College at Brockport; and
- IV. Urges college administration to act upon the following specific items included in the Ad Hoc Study Team’s “Final Report”. (See accompanying list)

List of Recommendations from the “Final Report of the Senate Ad Hoc Study Team – Undergraduate Academic Program Classification”

- A) Develop a clear communication plan to keep all stakeholders informed about goals, processes, metrics used for decision-making, and other developments. In particular:
- i. Hold multiple Division-wide and college-wide town halls;
 - ii. Post regular announcements in the Daily Eagle;
 - iii. Establish and regularly update a public-facing website dedicated to academic strategic planning at Brockport that includes all official reports related to academic strategic planning dating back to at least the 2015-16 Academic Master Planning Committee;
 - iv. Schedule an Academic Affairs division-wide town hall to discuss and present the rationale and goals for the academic strategic planning process and to explain various facets of the process as they have unfolded to date;
 - v. Explain how program financial data (i.e., program revenue & expenses; cost ratios, etc.) were calculated and used in the program classifications and will be used moving forward;
 - vi. Explain the rationale for and value of the four program classification categories used (Growth, Augmentation, Reconfiguration, and Discontinuation); and
 - vii. Explain what criteria, rubrics or metrics were used for the evaluation and categorization of existing programs, including their relative weights.
- B) Develop, document, and communicate broadly within Academic Affairs the specific *goals* for the Academic Strategic Planning process at Brockport. In particular:
- i. Develop such goals in consultation and collaboration with Academic Affairs leadership (i.e., Provost, Deans, Chairs and Directors) and College Senate;
 - ii. Permit College Senate, as primary stewards of the curriculum, to develop and submit recommendations concerning overarching goals for the academic strategic planning process at Brockport;
 - iii. Identify the goals currently driving decisions (e.g., cost-cutting, reducing inefficiencies, etc.), as well as others (e.g., program breadth and quality, accreditation, student persistence and time to completion, etc.);
 - iv. Use the developed goals as the primary metrics by which to judge all proposed changes (e.g., new programs, modification of existing programs, etc.);
 - v. Incentivize progress towards goals (e.g., a model similar to the gain-share program previously implemented for special sessions tuition revenue) to motivate faculty to undertake the heavy lift of curriculum development and revision.
- C) Develop *clear and measurable objectives* for the portfolio of academic programs at Brockport, published in a culminating Academic Strategic Plan document that has been developed collaboratively and vetted by College Senate. In particular:
- i. Develop and disseminate an Academic Strategic Plan document that includes clearly articulated goals, measurable objectives to achieve those goals, and assessment benchmarks/metrics analogous to other existing strategic plans (including *Building a Better Brockport*);
 - ii. Include in this plan document an explanation of whether and when the academic strategic planning process will be repeated; and
 - iii. Vet this report through College Senate *before* it is accepted or ratified by Academic Affairs leadership and the College President.
- D) Identify, document, publish, and communicate widely a clear process for *future* Academic Strategic Planning at SUNY Brockport. In particular:
- i. A well-designed process should be worked out and shared widely within Academic Affairs in advance of the end of the period for which the current Strategic Planning initiative is designated;

- ii. The process developed for future Academic Strategic Planning should reflect best practices within academia for such activities (Dickeson, 2010), with an eye toward implementing best practices as demonstrated at other *comprehensive colleges*; and
 - iii. College Senate should have a strong, clear, and identifiable role in the next academic strategic planning process. Senate should be consulted at all stages, including the creation of the process, its implementation, and Senate review of all reports.
- E) Evaluate, refine, and (where appropriate) adjust program classifications and recommendations through a deliberative and collaborative shared governance process. In particular:
- i. Refine and possibly expand program classifications to include a wider number of categories that better reflects the health and vitality, resource needs, and growth potential of existing programs;
 - ii. Clearly enunciate significant ramifications directly tied to program classification;
 - iii. Curricular proposals should actively involve faculty and their expertise through all stages of development. If a curricular proposal involves courses from multiple disciplines, faculty from those discipline should be involved as well;
 - iv. Recommendations made for a program may have direct extra-programmatic impacts. Therefore, it would be valuable to create a map of such inter-programmatic relationships; and
 - v. Consider all the potential needs for successful implementation of each suggestion/recommendation, and which institutional resources can most appropriately meet those needs.

