



**SUNY  
BROCKPORT**

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**Resolution # 48 2020-21  
College Senate** ✓

Supersedes Resolution #

To: Dr. Heidi Macpherson, College President  
From: Cathy Houston-Wilson, College Senate President  
Re:

- I. Formal Resolution (Act of Determination)
- II. Recommendation (Urging the Fitness of)
- III. Other, For Your Information (Notice, Request, Report, etc.)



SUBJ: UFS 360 Evaluation for MC (#74\_20-21 EC)

Signed: Cathy Houston-Wilson Date: 5/19/21  
*(Dr. Cathy Houston-Wilson, 2020-2021 College Senate President)*

**Implementation of resolution requires final approval from:**

SUNY  Yes  No NYS Dept of Education  Yes  No

Signed: [Signature] Date: 5-25-21  
*(Dr. Eileen Danel, Vice Provost, SUNY Brockport)*

**Decision and Action Taken on Formal Resolution (circle choice below)**

- a. Accepted
- b. Deferred for discussion with the Faculty Senate
- c. Unacceptable for the reasons contained in the attached explanation.

Signed: [Signature] Date: 6/15/2021  
*(Dr. Heidi Macpherson, College President, SUNY Brockport)*

**Implementation Effective Date:** \_\_\_\_\_

**DISTRIBUTION:**

The College Senate President will forward the signed resolution to the Vice Provost for determination as to whether the implementation of the resolution requires final approval from SUNY and/or the State Education Dept. The Vice Provost will then sign and forward the resolution with that designation to the College President. Upon approval, the College President will forward the resolution to an Administrative Assistant who will distribute the final resolution to the Senate Office. The Senate Office will scan the resolution and send to the Coordinator of Digital Commons where it will be posted to [https://digitalcommons.brockport.edu/senate\\_resolutions/](https://digitalcommons.brockport.edu/senate_resolutions/)



**COLLEGE SENATE OFFICE  
RESOLUTION PROPOSAL COVER PAGE**

**DEADLINE FOR SUBMISSIONS: January 31**

Incomplete proposals will be returned and proposals received after the deadline may not be reviewed until next semester.

See [https://brockport.edu/support/college\\_senate/proposals.html](https://brockport.edu/support/college_senate/proposals.html) for full details. Complete this cover page. Email it along with all relevant files (individual .docx or .pdf files) to senate@brockport.edu. 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).

<b>Routing Number</b> <i>Routing # assigned by Senate Office</i>	<b>74_20-21EC</b>
<b>This Proposal Replaces Resolution</b>	
<b>Revision Date(s)</b>	
<b>Anticipated Effective Date:</b>	

**Title of Proposal in Title Style**

Endorsement of University Senate Resolution 188-01-1 to implement 360 Reviews for SUNY's Management Confidential (M/C) Employees

**Brief Description of Proposal**

All Management Confidential employees participate in 360 reviews

**Budgetary Resources Needed**

None

**Student Learning Outcomes Assessment Data**

n/a

**Effect on Transfer Students**

None

**Proposer Information**

John Keiser UFS Senator

**Senate Office Use Only**

Standing Committee	Forwarded To	Dates Forwarded
<input type="checkbox"/> Executive Committee	Standing Committee	5/10/2021
<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 checked="" type="checkbox"/> Undergraduate Curriculum & Policies	REJECTED -WITHDRAWN	

**NOTES:**

RATIONALE:

WHEREAS in addition to existing administrative processes for the evaluation of M/C employees and existing governance or union administrative review processes, opportunities for self-evaluation and professional development of M/C employees should be provided; and

WHEREAS the 360 assessment framework provides an opportunity for M/C employees to participate in such self-evaluation and professional development; and

WHEREAS the SUNY SAIL Institute's SUNY360 Leadership Skills Inventory (<https://sunysail.org/suny360/>) is available to SUNY employees and can serve as a framework for self-evaluation and professional development of M/C employees, and

WHEREAS: the University Faculty Senate approved the resolution with a vote of: For 33/Against 13/Abstain 2:

RESOLUTION:

THEREFORE BE IT RESOLVED that the Brockport College Senate endorse University Faculty Senate Resolution 188-01-1 to implement 360 reviews for SUNY's Management/Confidential employees.

## **SUNY Brockport FMP Update Scope Outline and Talking Points**

### **Phase I**

- Review all relevant planning material including, but not limited to the College's Mission and Vision Statements, previous academic studies, the Middle States Report, accreditation reports, and the 2011 Facilities Master Plan (FMP).
- Obtain student enrollment data (FTE and HC) by school and program major for the last five years and enrollment projections by program through 2032.
- Obtain building and site plan drawings, updated AiM/AssetWorks data, current and projected capital project lists, and a list of all capital projects completed, fully or in part, since completion of the 2011 FMP. Review the building conditions included in the AiM/AssetWorks data.
- Obtain and review spring 2019, fall 2019, and spring 2021 course schedule data and current employee data for all academic and non-academic employees, both in electronic spreadsheet format. The consultant will provide a list of the type of information required for both data sets.
- Engage in a half-day workshop with Brockport Facilities and Planning leaders and SUCF personnel with the goal of transferring vital knowledge about the status of the College in terms of organization, facilities conditions, and current/planned capital projects.
- Conduct a Visioning Session with the Steering Committee to discuss their vision, goals, and aspirations for the College. Includes all preparation and meeting summaries.
- Phase I Presentation to Steering Committee

### **Questions for Brockport:**

1. The College's *Building a Better Brockport: A Strategic Plan for the Future 2017-2022* is due to be updated next year. Has the COVID-19 pandemic caused SUNY Brockport to rethink any of its current major goals? Has work started on the next strategic plan?

### **Phase II**

- Confirm AiM/AssetWorks building condition summaries through site visits, the review of historical operating records and capital improvement projects, and interviews with Facilities and Planning personnel. Spot check the AiM/AssetWorks data for four buildings (TBD) and report any discrepancies to SUCF and the College. Evaluate the gross capacities of existing utilities and identify challenges to achieving Brockport's goals for carbon neutrality.
- Evaluate how well spaces function for their current use and how space might be adapted to respond to changing programs and pedagogies. Prepare a tabular summary of campus facilities and their conditions, functionality, and suitability.
- Phase II Presentation to Steering Committee
- Phase II report

### **Questions for SUCF and Brockport:**

2. We understand JMZ will be responsible for gathering and reporting existing conditions assessments and Capital Plans for all residence halls on campus. Is this correct?
3. Are there previous existing condition studies available of the College's residence halls?





### **Phase III**

- Note any program or space requirements not appropriately addressed by SUNY's revised space standards. Document existing space use.
- Compare the College's Physical Space Inventory with actual space use. Document current room use, space type, location, and net assignable and gross areas of all Campus property. Provide key plans to illustrate findings. Identify non-assignable spaces such as circulation, delivery systems, service spaces, and space leased to outside entities.
- Perform a space utilization study for all instructional spaces. Evaluate existing utilization percentage rates (hour and seat fill) and use patterns by day of the week and time of day.
- Interviews with administrative leaders, department chairs, and student groups to determine current and future space needs, growing and emerging programs, and special space requirements.
- Develop space need projections for the next ten years. The projections shall consider factors such as, enrollment projections, SUNY space guidelines, as well as specialized program requirements. The projections shall also reflect future instructional activity, future goals and objectives, general space requirements, departmental consolidations, departmental adjacencies, other confirmed programmatic data, and changing accreditation requirements and pedagogical demands.
- Evaluate the current and future capacities of Campus facilities based on the utilization data and projected space needs. Analysis shall indicate capacities based on current enrollment uses and future capacities based on projected growth and strategic changes.
- Develop a tabular comparative summary of current and future space needs, existing capacities, possible reassignments, and projected shortages or surpluses of new space. Include the following data: department, current and future FTEs, space by type (actual, current calculated and projected), space deficits or surpluses and other relevant data.
- Phase III Report
- Phase III Presentation to Steering Committee

### **Questions for Brockport:**

4. Does the College anticipate starting any new programs, or sunsetting others, in the next five years?
5. Based on lessons learned from the COVID-19 pandemic, does the College plan to increase opportunities for staff to work remotely, at least part of the time? If the answer is yes, are there specific programs or departments where you envision requiring less office space in the future?
6. Should the consultants anticipate the need to develop instructional space projection scenarios based on varying percentages of student credit hours (SCH) being delivered in hybrid or online mode in the future or does the College expect to maintain the same percentage of face-to-face SCH as were delivered pre-pandemic?
7. Post COVID, would the College consider keeping at least some courses with enrollments over 100 students fully online, thus reducing the need for large, static lecture halls?
8. Does the College have a robust enrollment management plan that identifies growth/contraction in student FTE by program?







## Phase IV

- Develop a minimum of three concept alternatives for the FMP Update based on the findings of the Campus Profile, Assessment of Conditions, and the Analysis of Space Needs. For each concept, identify major issues and considerations, describe possible strategies and options, and tie phasing and implementation to anticipated changes and the growth in enrollment capacities (FTE). The concepts should holistically address the needs of the College, including strategies to achieve sustainability goals. Consider appropriate organizational schemes and locations for academic programs, student life, community, research programs, and other uses. Include new programs and uses as well as those to be relocated, consolidated, or expanded. Consider appropriate uses and occupancies for existing and new building. Prepare appropriate plans, diagrams, charts, and other graphics describing each of the concept alternatives.
- Suggest capital improvements such as facility renovations, building additions, new construction, and the potential removal of existing buildings. Consider the impacts and benefits of the proposed work. Identify structures for potential removal or decommissioning.
- Identify potential technology upgrades, system expansions and/or replacements that are currently required and that will be needed to adjust to changing technologies and future projected needs.
- Develop a phasing plan with an emphasis on project implementation. Provide a timeline that addresses sequencing issues and surge space requirements. Suggest options within the existing space inventory, along with other strategies for meeting surge space needs. Identify potential disruptions and changes of existing building operations.
- Prepare preliminary project and total budgets for implementing each phase of the concept.
- Compile a list of potential strengths and weaknesses and record campus comments related to each concept alternative.
- Develop a tabular summary of projected FTEs, changes in academic programs, space needs by program (DGSF), proposed projects, and projected capital development costs for each phase year of the concept alternatives.
- Phase IV Meeting with Steering Committee
- Phase IV Report
- Phase IV Presentation to Steering Committee

### Questions for Brockport:

9. What do you consider the three most important outstanding capital projects at Brockport?
10. Have any of the projects recommended in the 2018 *Campus Academic Space Analysis* report been implemented?

## Phase V

- Develop the FMP Update Final Recommendations based on concept review comments received during Phase IV. Resolve issues and concerns and address all comments raised during the Phase IV review process.
- Provide a summary of the Strategic Plan and describe capital improvements and strategic initiatives necessary to support the Plan and the ongoing mission of the Campus.
- Prioritize the immediate and long-term program space needs of the Campus. Work with the College to prioritize identified capital projects, including those related to residence halls.
- Classify and summarize projects by programmatic functional areas, including their connection to Brockport's mission. Identify potential program consolidations and relocations, conversion of usages,





site improvements, and renovation and construction of new facilities. Summarize the capital improvement funding needs by year, phase, and programmatic use.

- Refine the capital plan and develop estimates of probable cost out over ten years (including escalation), aligning it with the prioritization of the phasing plan and enabling projects, to visualize the capital spend per year.
- Coordinate approved critical maintenance (including residence halls) and strategic initiative project lists with the phasing plan. Identify enabling projects and any additional projects that may be necessary to support plan implementation. Develop an action plan that ties the development of the final recommendation to Brockport's current and projected multi-year capital plan in terms of phasing and project costs. Recommend annual critical maintenance and strategic initiative projects based on the final plan and annual funding projections. Include appendices of documents and listing sources referenced during the planning process.
- Create plans, diagrams, charts, and other graphics to describe the final recommendation, as well as the incremental stages in fulfilling the plan.
- Phase V Draft Report
- Phase V Draft Presentation
- Phase V Final Report
- Phase V Final Presentation

**Questions for Brockport:**

11. Will the College want JMZ to prepare materials or assist with presentations to potential donors?

