## Division of Administration and Finance - Academic Quality and Engagement [I_AQE]


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</table>
| Active faculty/staff engagement in student learning and development [I_AQE.3.i] [I_AQE.3.ii] | Customer Service and Value (Stewardship) [AF:01] | BASC | Student Employment Résumé Value [AF:BASC_SG.01] | • Define learning outcomes for student positions and internships.  
• Improve student employee screening and training and performance management.  
• Develop support to translate student positions and internships into résumé credentials. | 2011-12 X 2013-14 X 2015-16 | • 2011-12 Determine areas to have student positions/internships.  
○ Create/complete job descriptions.  
○ Create/complete screening, training and performance management assessments.  
○ Determine/reallocate existing financial resources for positions/internships.  
○ Advertise and select employees/interns for Fall 2012 rollout.  
• 2013-14 Create employee/intern feedback tool for program improvement.  
• 2013-14 Plan for program growth. |
| Active faculty/staff engagement in student learning and development [I_AQE.3.i] [I_AQE.3.ii] | Effective Financial Management [AF:03] | F&M | Sponsored Research [AF:F&M_SG.01] | • Increase the number of sponsored research submissions and awards received.  
• Shared Services opportunities. | 2011-12X 2013-14X 2015-16X | • Support Academic Affairs Pre-Award function to increase the number of submissions and awards received.  
• Evaluate the need for additional staffing if increases take place.  
• Western New York Hub organized by the University at Buffalo and supported by RF Central Office promotes increased campus cooperation and technology transfer opportunities. |
| Active faculty/staff engagement in student learning and development [I_AQE.3.i] [I_AQE.3.ii] | Effective Financial Management [AF:03] | F&M | Academic Program Partnerships [AF:F&M_SG.02] | • Take the lead in the financial aspects of academic program partnerships.  
• Shared Services opportunities. | 2011-12X 2013-14X 2015-16X | • Support Academic Affairs in these areas.  
• Current programs include the Brockport/Nazareth MSW program and the joint MFA program with the Visual Studies Workshop. |
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• Begin faculty learning community focused on sustainability. | 2011-12X 2013-14X 2015-16X | 2011-12 Support Academic Affairs in these projects, especially through the MESH Committee, and the Sustainability Taskforce. |

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| Active faculty/staff - student engagement in student learning and development [I_AQE.3.i] [I_AQE.3.ii] | Sustainability and Environmentally Sound Practices [AF.02] | EHS | MESH Committee and Sustainability Task Force [AF:EHS_SG.02] | • Increase awareness of EHS issues.  
• Market our programs to potential students. | 2011-12X 2013-14X 2015-16X | • Promote MESH and Sustainability Task Force activities to improve participation.  
• Provide information to prospective students and their parents at Admissions open house programs. |
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<td>Enrichment programs to promote student development</td>
<td>Customer Service and Value (Stewardship)</td>
<td>BASC</td>
<td><strong>Interpersonal Skills</strong>&lt;br&gt;<strong>[AF:BASC_SG.02]</strong></td>
<td>• Develop and implement ongoing staff development for all staff (including hourly) as well as team focused development.</td>
<td>2011-12 X&lt;br&gt;2013-14 X&lt;br&gt;2015-16</td>
<td>• 50% of BASC employees complete DISC training.&lt;br&gt;• 75% of BASC employees achieve minimum skill levels.&lt;br&gt;• Technology tool utilization greater than 2010-11.&lt;br&gt;• High performing team measures achieved.</td>
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<td>Enrichment programs to promote services that augment the educational enterprise</td>
<td>Customer Service and Value (Stewardship)</td>
<td>BASC</td>
<td><strong>Integrated Processes</strong>&lt;br&gt;<strong>[AF:BASC_SG.03]</strong></td>
<td>• Campus wide calendar process.&lt;br&gt;• Campus activities (events, construction, etc.) planning and coordination with Campus Life.&lt;br&gt;• Improve printing and mail interface/joint efforts.&lt;br&gt;• Systems implementation projects completed.&lt;br&gt;• New procurement process completed.&lt;br&gt;• Bakery rationalization completed.</td>
<td>2011-12 X&lt;br&gt;2013-14 X&lt;br&gt;2015-16</td>
<td>• 2011-12 - Divisional leadership participation in the Campus Events Management development, lead by BASC.&lt;br&gt;• Development and understanding of campus costs (expenses).&lt;br&gt;• Development and understanding of campus prices (what can be charged).&lt;br&gt;• Formalize event management process in place by 06/30/12.&lt;br&gt;  o ReservationApprovals -College Sponsored, College Supported and Third Party.&lt;br&gt;  o Requirements (Revocable Permits).&lt;br&gt;  o Appropriate assessment of expenses.&lt;br&gt;  o Accurate application of revenues.&lt;br&gt;• New processes completed on schedule.</td>
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<td>Enrichment programs to promote services that augment the educational enterprise</td>
<td>Customer Service and Value (Stewardship)</td>
<td>BASC</td>
<td><strong>Product Quality</strong>&lt;br&gt;<strong>[AF:BASC_SG.04]</strong></td>
<td>• Maintain or improve product delivery satisfaction scores.&lt;br&gt;• Increase new goods and services.</td>
<td>2011-12 X&lt;br&gt;2013-14 X&lt;br&gt;2015-16</td>
<td>• Product delivery satisfaction scores greater than or equal to 2010-11.&lt;br&gt;• 10 percent increase in new goods and services.</td>
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<tr>
<td>Enrichment programs to promote services that augment the educational enterprise</td>
<td>Customer Service and Value (Stewardship)</td>
<td>F&amp;P</td>
<td><strong>Undergraduate Admissions Recruitment Strategies</strong>&lt;br&gt;<strong>[AF:F&amp;P_SG.01]</strong></td>
<td>• Coordinate with Undergraduate Admissions to improve the quality of Open House and other Student Recruitment Programs.</td>
<td>2011-12 X&lt;br&gt;2013-14 X&lt;br&gt;2015-16</td>
<td>• Obtain program details - buildings/rooms used; pathways traveled, etc. – to improve the visual and usage quality of the prospective students and their parents.&lt;br&gt;• May include additional grounds repairs, building cleaning, etc.&lt;br&gt;• Track quality improvement expenses for potential permanent funding request.</td>
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### Division of Administration and Finance - Co-Curricular & Support Programs

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| High quality facilities in which our students live and learn in.                  | Customer Service and Value (Stewardship) | F&P        | Communication Program                     | • Proactive communication of activities to the campus community (such as pictures at construction sites).  
• Develop and implement a Way Finding program of vehicular and pedestrian signs.  
• Proactive coordination with building coordinators for facilities activities. | 2011-12 X 2013-14 X 2015-16 X | • 2011-12 Identify needed approaches and media to communicate to campus constituencies. Implement communications program in 2012-13.  
• 2012-13 Implement coordination program with building coordinators.  
• 2013-14 - Request funding for a comprehensive campus Way Finding program.  
• 2015-16 Implement campus Way Finding program. |
| Enrichment programs to promote services that augment the educational enterprise   | Effective Financial Management            | BASC       | $1 Million in College Support             | • Increase dining participation.  
• Identify new business opportunities. | 2011-12 X 2013-14 X 2015-16 X | • Continue ongoing financial management and budget processes to provide annual support to the College.  
• Ten percent increase in net new dollars. |
| Enrichment programs to promote services that augment the educational enterprise   | Effective Financial Management            | F&M        | Campus Culture of Fiscal Stewardship      | • Educate employees on fiscal responsibility.  
• Advocate the use of financial/campus resources as if they were own personal.  
• Develop appropriate behavior models.  
• Revise new hire/employee orientation to include information on fiscal stewardship. | 2011-12 X 2013-14 X 2015-16 X | • 2011-12 - Procurement and Payment Services leads working group to brainstorm areas of potential improvement.  
  o Include participants external to A&F, possibly COSAC leaders and other department heads.  
  o Narrow areas of potential improvement.  
  o Develop informational campaign.  
• 2013-14 - Developed information to be included in new hire/employee orientation materials. |
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| Enrichment programs to promote services that augment the educational enterprise [II_CCSP.4.iv] | Effective Financial Management [AF.03] | PPS  | MWBE Purchases [AF:PPS_SG.01] | • Increase identification and use of MWBE vendors  
• Shared Services opportunities. | 2011-12 X  
2013-14 X  
2015-16 X | • Identify and assist vendors to become MWBE certified.  
• Increase MWBE procurement from current levels.  
• Compare MWBE percentages to SUNY and campus goals.  
• Cooperate with SUNY and Western New York Colleges to share “best practices”. |
• Operate within financial/fiscal constraints.  
• Require regular, i.e., monthly, quarterly, etc., financial reconciliation and reporting. | 2011-12 X  
2013-14 X  
2015-16 | • 2011-12 - On going Five Year Financial Model development.  
o Determine specific areas in which multi-year (5-10 year) modeling would be beneficial.  
o Consideration/evaluation of designation of ‘Base’ vs. ‘Temporary’ revenues and expenditures.  
o Elimination of financial reporting, or reduced frequency as feasible.  
o With guidance from Budget and Resource Committee, develop and implement a local cash reserve policy.  
• 2013-14 – Evaluate new software, including externally hosted solutions, to replace local spreadsheet based modeling and to provide information to senior decision makers. |
• Make processes more efficient/streamline.  
• Establish or revise guidelines (procurement, cash management, best practices, etc.) to reference current terminology and standards. | 2011-12 X  
2013-14 X  
2015-16 | • 2011-12 Start implementing web-based financial payment processes using Nelnet.  
• 2011-12 Start revising guidelines, concluding in 2012-13.  
• 2013-14 Expand web-based financial payment processes to all interested offices. |
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<td>Effective Financial Management [AF.03]</td>
<td>F&amp;M</td>
<td>Faculty/Staff Sponsored Research Activity [AF:F&amp;M_SG.06]</td>
<td>• Coordinate campus Research Foundation office staffing and programs with increased level of sponsored research awards.</td>
<td>2011-12 X 2013-14 X 2015-16 X</td>
<td>• Evaluate trends in sponsored research activity, in terms of number and dollar amounts of new grants submitted. • Evaluate trends in total direct and indirect expenditures. • Evaluate staffing needs to meet increased awards and expenditures.</td>
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<td>Enrichment programs to promote services that augment the educational enterprise [II_CCSP.4.iv]</td>
<td>Effective Financial Management [AF.03]</td>
<td>F&amp;M</td>
<td>Reduce expenditures [AF:F&amp;M_SG.08]</td>
<td>• SUNY Shared Services opportunities.</td>
<td>2011-12 X 2013-14 X 2015-16 X</td>
<td>• SUNY contracts for natural gas, electricity, hazardous waste disposal and clinical insurance. • SUNY Office of Library and Information Services, especially SUNY Connect sharing of library collections and services. • SUNY Recharge Areas - Elsevier Science Direct service, SIGAS Center and ITEC Center.</td>
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<td>Enrichment programs to promote services that augment the educational enterprise [II_CCSP.4.iv]</td>
<td>Staff Support and Development [AF.04]</td>
<td>HR</td>
<td>Master Training Schedule [AF:HR_SG.01]</td>
<td>• Develop a Master Training schedule and plan, including required and desired programs. • Consolidate and provide consistent training. • Centralized and simplified approach.</td>
<td>2011-12 X 2013-14 X 2015-16 X</td>
<td>• 2011-12 Identify types and frequency of training that is already taking place on campus and develop a composite guide to available offerings collaborating with EMSA, BASC and CELT. • 2011-12 Assess and identify additional areas of training that need to be offered, either by external requirement or internal interest, as well as those that need to be improved. Coordinate as needed with University Police for safety related programs, and other offices as appropriate. • 2013-14 Offer a full range of required and desired training, with increased emphasis on on-line training.</td>
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| Enrichment programs to promote services that augment the educational enterprise [II_CCSP.4.iv] | Staff Support and Development [AF.04] | HR | Diversity | • Promote increased diversity of the faculty/staff workforce.  
• Promote increased awareness and understanding of diversity issues. | 2011-12 X  
2013-14 X  
2015-16 X | • Continue and enhance training of search committees.  
• Continue to attend conferences and other venues to meet and recruit potential employees.  
• Evaluate and implement programs to increase retention of under-represented faculty and staff.  
• Participate in the Diversity Committee and the implementation of the Diversity Strategic Plan. |
| Enrichment programs to promote services that augment the educational enterprise [II_CCSP.4.iv] | Staff Support and Development [AF.04] | HR | Faculty and Staff Engagement [AF:HR_SG.03] | • Promote and Offer Management Development Program.  
• Offer Chair Training.  
• Offer Emotional Intelligence and/or Leadership Training Program.  
• Offer technical and trade skills training.  
• Offer more on-line training.  
• Offer diversity training. | 2011-12X  
2013-14X  
2015-16X | • Pilot Leadership Assessment Survey. Utilizing commonalities, develop Leadership Training Program.  
• Work with CELT to develop Chair Training.  
• Develop and present diversity training.  
• “Find the Passion” newsletter with engagement examples |
| Enrichment programs to promote services that augment the educational enterprise [II_CCSP.4.iv] | Staff Support and Development [AF.04] | HR | Student Leadership and Related Training [AF:HR_SG.04] | • Coordinate with the Leadership Development Program, Residential Life/Learning Communities, etc. to share ideas and resources for training. | 2011-12X  
2013-14X  
2015-16X | • Review existing leadership and training programs to see where coordination may be effective. |
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| Enrichment programs to promote services that augment the educational enterprise | Staff Support and Development | HR | Life Skills | • EAP programs: how to finance for college; retirement planning; yoga; dining etiquette; etc.  
• Healthy Campus – Smoke free campus and smoking cessation.  
• Get students involved more – resume builder to design program and/or present seminars.  
• Get staff engaged with design and presentation.  
• Staff can offer programs on “stuff” they love. | 2011-12 X 2013-14 X 2015-16 X | • EAP Committee establishes an annual training program and implements regular informational sessions.  
• Provide informational seminars and smoking cessation programs across campus.  
• Develop and issue a survey of topics that people would like to volunteer to present. |
| [II_CCSP.4.iv] | | | [AF:HR_SG.05] | | | |
| Enrichment programs to promote services that augment the educational enterprise | Staff Support and Development | F&P | Emergency Management Preparation | • Continue executive, leadership and support staff training.  
• Support the Emergency Manager in table top and other emergency training exercises.  
• Continue reviewing “lessons learned” and other improvements from all emergency situations.  
• Shared Services opportunities. | 2011-12 X 2013-14 X 2015-16 X | • Identify required and recommended initial and advanced training and ensure training is completed through certifications, etc.  
• Provide support for table top and other emergency training on an ongoing basis, as recommended by the Emergency Manager.  
• Develop and distribute evaluative reports from all emergency situations.  
• Keep F&P disaster readiness SOP’s current.  
• Work with regional public and private institutions to share “best practices” as well as evaluations of how specific emergency situations were handled. | [AF:F&P_SG.03] |
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| Enrichment programs to promote services that augment the educational enterprise | [II_CCSP.4.iv] | Staff Support and Development [AF.04] | EHS | Emergency Management Preparation [AF:EHS_SG.03] | • Continue executive, leadership and support staff training.  
• Support the Emergency Manager in table top and other emergency training exercises.  
• Continue reviewing “lessons learned” and other improvements from all emergency situations.  
• Shared Services opportunities. | 2011-12 X  
2013-14 X  
2015-16 X | • Identify required and recommended initial and advanced training and ensure training is completed through certifications, etc.  
• Provide support for table top and other emergency training on an ongoing basis, as recommended by the Emergency Manager.  
• Develop and distribute evaluative reports from all emergency situations.  
• Keep F&P disaster readiness SOP’s current.  
• Work with regional public and private institutions to share “best practices” as well as evaluations of how specific emergency situations were handled. |
• Maximize energy efficiencies.  
• Reduce energy consumption.  
• Continue 4-1/2 day summer work week if savings are realized.  
• Continue energy curtailment efforts.  
• Purchase Energy Star appliances.  
• Continue recycled paper and metals program. | 2011-12 X  
2013-14 X  
2015-16 X | • Complete NYPA IV projects and begin design for NYPA V.  
• Maintain a highly visible public relations effort to encourage campus-wide participation in energy conservation.  
• Fall 2011 Survey college faculty and staff to assess Summer compressed work week. Determine if program to be modified, eliminated, etc.  
• Propose winter shutdown for 2012-2017.  
• Provide education programs and communications on sustainability, etc.  
• Continue implementing SMART strips.  
• Continue 2-week winter shutdown. |
### Enrichment programs to promote services that augment the educational enterprise

#### [II_CCSP.4.iv]

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| **Sustainability and Environmentally Sound Practices** | EHS | Waste Reduction and Minimization | • Reduce bottled water consumption.  
• Continue recycling program.  
• Continue training for students and employees using hazardous materials.  
• Shared Services opportunities. | 2011-12 X  
2013-14 X  
2015-16 | • Develop micro-scale science lab procedures by using the smallest amount of chemicals necessary in lab experiments. This is being developed in conjunction with technical staff in the sciences. This is also being included in hazardous waste and lab safety training.  
• Develop a chemical re-use process by providing a listing of all chemicals on hand that are being considered for disposal, and then allow other departments that need them to pick them up.  
• Increase amount of material being recycled through educational programs and competitive programs like “Recyclemania”.  
• Continue participation in SUNY-wide contracts for hazardous waste disposal. |
| **Sustainability and Environmentally Sound Practices** | EHS | Paper Usage | • Continue student printing quota in computer labs.  
• Set printer defaults to double-sided printing.  
• Continue centralized printing.  
• Encourage people to avoid printing when possible. | 2011-12X  
2013-14  
2015-16 | • Support LITS in efforts to reduce paper usage. |
| **Sustainability and Environmentally Sound Practices** | HR | Paper Usage | • Implement online performance management system.  
• Automate briefing sheets and other forms using Footprints or other appropriate software.  
• Automate other manual processes. | 2011-12X  
2013-14  
2015-16 | • Request support from LITS to develop online systems to reduce paperwork and improve efficiency in standard HR operations, including appointment forms.  
• Collaborate with Academic Affairs and LITS on faculty annual reports using Activity Insight or other appropriate software. |
| **Sustainability and Environmentally Sound Practices** | BASC | Trayless in College Dining Halls | • Go trayless in Harrison Dining Hall in Fall 2011 | 2011-12X  
2013-14  
2015-16 | • Implemented trayless process. |
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| Enrichment programs to promote engagement in learning                            | [II_CCSP.4.ii]                                                                  | EHS  | Student Awareness of Sustainability Initiatives                      | • Support “Green House” Living/Learning Community in Thompson Hall.                                                                                                                                                                                                                                                                                                                                 | 2011-12X         | • Support “Green House” students in the Sustainability Task Force activities and other campus sustainability activities.  
  • Support this residential life living/learning community.                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                  |                                                                                  |      |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                  | 2013-14X         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                  |                                                                                  |      |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                  | 2015-16 X        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Enrichment programs to promote student development                               | [II_CCSP.4.i]                                                                   | EHS  | Sustainability Task Force                                          | • Increase student involvement in sustainability initiatives.                                                                                                                                                                                                                                                                                                                                    | 2011-12X         | • Invite students to participate in Sustainability Task Force activities through the ECOS student group, personal interactions and various media announcements.                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                  |                                                                                  |      |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                  | 2013-14X         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                  |                                                                                  |      |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                  | 2015-16X         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Enrichment programs to promote services that augment the educational enterprise  | [II_CCSP.4.iv]                                                                  | F&P  | Carbon Footprint                                                    | • Increase metering for more effective management of energy.  
  • Consider feasibility of a greenhouse gas inventory.  
  • Make campus pedestrian friendly.                                                                                                                                                                                                                                                                                                                                                             | 2011-12X         | • Include additional utility meters in major construction and renovation projects and as part of NYPA energy performance contract programs.  
  • Implement site improvements based on the Facilities Master Plan.                                                                                                                                                                                                                                                                                                                                                                                          | 2013-14X         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                  |                                                                                  |      |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                  | 2015-16X         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                  |                                                                                  |      |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                  |                                                                                  | BASC | Carbon Footprint                                                    | • Continue bike borrowing program.  
  • Increase usage of car pooling and car borrowing programs.                                                                                                                                                                                                                                                                                                                                                                                                             | 2011-12X         | • Continue current transportation demand management programs to reduce use of faculty, staff and student cars on campus.  
  • Develop means to increase participation in current programs.  
  • Look for opportunities for enhancement of existing programs and development of new programs.                                                                                                                                                                                                                                                                                                                                                           | 2013-14X         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                  |                                                                                  |      |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                  | 2015-16 X        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
### Division of Administration and Finance - Co-Curricular & Support Programs [II_CCSP]

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| Enrichment programs to promote services that augment the educational enterprise [II_CCSP.4.iv] | Sustainability and Environmentally Sound Practices [AF.02] | HR | Carbon Footprint [AF:HR_SG.07] | • Investigate feasibility of a telecommuting policy. | 2011-12 X 2013-14 X 2015-16 | • Obtain information and experience from other SUNY schools and review potential policies with SUNY System Administration.  
• Obtain information and experience from other Rochester Area Colleges.  
• Estimate risks and other aspects of telecommuting, e.g. supervision, security, connectivity, etc.  
• Provide a recommendation on potential implementation strategies in a unionized environment. |
• Provide information about the availability of green products. |
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| Enrichment programs to promote services that augment the educational enterprise [II_CCSP.4.iv] | Customer Service and Value (Stewardship) [AF.01] | BASC | Integrated Processes [AF:BASC_SG.08] | • Support Residential Life/Learning Communities, etc. with Card Access program. | 2011-12 X  
2013-14 X  
2015-16 X | • Current “stand alone” and new card access applications should be evaluated for inclusion in the C-Bord card access system. |
| Enrichment programs to promote services that augment the educational enterprise [II_CCSP.4.iv] | Customer Service and Value (Stewardship) [AF.01] | BASC | Integrated Processes [AF:BASC_SG.09] | • Develop a marketing strategy for SERC. | 2011-12 X  
2013-14 X  
2015-16 X | • Coordinate with Recreational Services and other offices to bring outside groups and events to SERC. |
• Implement interdivisional coordination of projects to achieve effective college priorities.  
• Efficient use of existing funding sources.  
• Shared Services opportunities. | 2011-12 X  
2013-14 X  
2015-16 X | • Coordinate project expenditure plans and space utilization with the Facilities Master Plan.  
• Obtain maximum NYSERDA and Utility Company Incentives.  
• Continue infrastructure improvements with NYPA performance contracts.  
• Continue efforts with DOT for labor-free road/lot paving.  
• Town of Sweden shared winter salt storage. |
• Evaluate DIFR financial resources for bonded capital modernization/renovations under the DIFR Financial/Strategic Plan | 2011-12 X  
2013-14 X  
2015-16 X | • Evaluate DIFR operational budget plans and cash flow to ensure that funding is available for ongoing maintenance and repair projects.  
• Evaluate DIFR operational budget plans and cash flow to ensure that debt service levels are manageable before requesting DASNY bonding authority for residential capital construction projects. |
### Division of Administration and Finance - Learning Environment & Quality of Place [III_LEQP]

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| High quality facilities in which our students live and learn. | [III_LEQP.5] | Physical Facilities | F&P | SUCF Capital Plans | 2011-12 X<br>2013-14 X<br>2015-16 X | • Ensure that we are meeting key projects and dates.  
• Advance the ADA improvements in the capital plan.  
• Facilities Planning Committee review and recommendations.  
• Invite academic deans and department chairs to become involved early in the design phase of major renovation or construction projects that impact them. Examples of Smith Hall renovation and the new Liberal Arts Building construction. |
|                    |                   |      | F&P | F&P_SG.07 |  | • Commit 100% of funds for 2008-2013 capital plan.  
• Fully contracted funds reserved and/or expended.  
• Program the 2013-18 capital plan.  
• Assure active participation of campus constituents in facilities initiatives. |
| High quality facilities in which our students live and learn. | [III_LEQP.5] | Physical Facilities | F&P | DIFR Facilities Maintenance Improvement Plan | 2011-12 X<br>2013-14 X<br>2015-16 X | • Coordinate with the DIFR Strategic Group for fund availability.  
• Coordinate with Residential Life for project priorities and implementation schedules. |
|                    |                   |      | F&P | F&P_SG.08 |  | • Develop a comprehensive plan for maintenance, repair and improvements of the residence halls. |
| High quality facilities in which our students live and learn. | [III_LEQP.5] | Physical Facilities | F&P | DIFR Capital Facilities Improvement Plan | 2011-12 X<br>2013-14 X<br>2015-16 X | • Coordinate with the DIFR Strategic Group for bonding availability and debt service levels.  
• Coordinate with Residential Life for project priorities and implementation schedules.  
• Ensure that we are meeting key projects and dates.  
• Ensure linkage to the Facilities Master Plan, as appropriate.  
• Execute construction to reduce the backlog of funded projects. |
<p>|                    |                   |      | F&amp;P | F&amp;P_SG.09 |  | • Develop and execute residence hall capital plans for modernization/renovations under the DIFR Financial/Strategic Plan. |
|                   |                   |      |      |            |         |                                   |</p>
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<td>High quality facilities in which our students live and learn [III_LEQP.5]</td>
<td>Physical Facilities [AF.05]</td>
<td>F&amp;P</td>
<td>SUNY and National Peer Institution leader in Energy Conservation [AF:F&amp;P_SG.10]</td>
<td>• All major facility projects targeted for LEED Gold certification. • Expand and make more effective energy management systems (control systems, Andover Controls, etc.). • Issue Campus Energy Policy Guidelines. • Maximize energy incentives &amp; rebates. • Continue performance contracts with NYPA. • Evaluate windmill(s) cost-benefit. • Include NYSERDA incentive request with each project. • Small projects obtain local utility energy funds. • Finish NYPA IV; move to NYPA V; begin design of NYPA VI. • Increase campus and community awareness of energy conservation.</td>
<td>2011-12 X 2013-14 X 2015-16 X</td>
<td>• List NYPA IV projects completed (with results) or in process. • List NYPA V projects designed or under construction. • Compile and update fiscal impacts of energy savings programs, through grants received, consumption reduced, etc.</td>
</tr>
<tr>
<td>High quality facilities in which our students live and learn [III_LEQP.5]</td>
<td>Physical Facilities [AF.05]</td>
<td>F&amp;P</td>
<td>Exciting Environment [AF:F&amp;P_SG.11]</td>
<td>• Use professional interior designers to make recommendations. • Colorful work areas and bathrooms.</td>
<td>2011-12X 2013-14X 2015-16X</td>
<td>• Include professional interior design professionals as part of the design/construction processes with SUCF and DASNY. • Promote student, faculty and staff involvement in the design process for major academic and residential renovations and construction projects.</td>
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<tr>
<td>High quality facilities in which our students live and learn</td>
<td>Physical Facilities</td>
<td>BASC</td>
<td>Capital Funding and Renewal Program [AF:BASC_SG.10]</td>
<td>• Continuous capital investment.</td>
<td>2011-12 X 2013-14 X 2015-16 X</td>
<td>Minimum of $1.0 million in capital investment.</td>
</tr>
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</table>
| High quality facilities in which our students live and learn | Physical Facilities | F&P | Facilities Master Plan [AF:F&P_SG.12] | • Full alignment of capital programs and other initiatives under Facilities Master Plan. • Develop 2013-2018 Capital Plan in alignment with FaMP. • Review all facilities initiatives (space requests/other improvements) and coordinate with Facilities Planning Committee and FaMP. • Successful FaMP priority execution (transformational and top four priorities). • Reduce the backlog of critical maintenance and repair. | 2011-12 X 2013-14 X 2015-16 X | 2011-12 Complete SERC. • 2011-12 and ongoing – continue to implement the Tuttle Complex facilities plan. • 2013 – Complete stadium artificial field and lights. • 2013-14 Construct New Liberal Arts building. • 2013-14 Review and develop 2013-18 capital plan priorities. • Improve “curb appeal” for potential and current students with ongoing Site and Infrastructure improvements. • Complete Lathrop construction for fall 2014. • Dailey renovation for new School of Business. • Studies for Drake, Seymour and new science building. • Create campus standards. • Actively pursue alterations, MRR and improvement projects (term consultants, reduce number of funded unexecuted projects etc.).
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| High quality facilities in which our students live and learn | Physical Facilities [AF.05] | F&P | Maintenance and Repair of Facilities [AF:F&P_SG.13] | • Progressively restore F&P to appropriate staffing levels.  
• Increase preventative maintenance programs.  
• Make active use of contract support to supplement work effort.  
• Efficiently execute work and create flexibility in execution.  
• Improve classrooms (technology and appearance).  
• Assure facilities are safe and compliant with various codes.  
• Focus on attractiveness of campus grounds and facilities. | 2011-12 X  
2013-14 X  
2015-16 X | • Request restoration of F&P staffing when permitted.  
• Coordinate with Academic Affairs and Enrollment Management/Student Affairs on the needs for preventative maintenance.  
• Evaluate current and potential contracts.  
• Coordinate the design and implementation of improved classrooms, including enhanced technology and other room enhancements.  
• Complete at least one notable landscape or grounds beautification improvement.  
• Advance ADA improvements.  
• Update and execute the MRR program.  
• Compare staffing levels to APPA quality level standards.  
• Compare deferred maintenance levels over time using SUCF and DASNY reports. |
| High quality facilities in which our students live and learn | Physical Facilities [AF.05] | PPS | RFP’s for Contracts [AF:PPS_SG.03] | • Complete RFP’s for construction and renovation projects.  
• Obtain term contracts for F&P.  
• Obtain high value equipment. | 2011-12 X  
2013-14 X  
2015-16 X | • RFP’s completed.  
• Term contracts obtained.  
• High dollar value equipment purchased. |
| High quality facilities in which our students live and learn | Physical Facilities [AF.05] | F&P | “Third Spaces” or “Informal Collision Spaces” [AF:F&P_SG.14] | • Involve students in the program study and design phases of new construction and renovations. | 2011-12 X  
2013-14 X  
2015-16 X | Follow priorities outlined in the Facilities Master Plan.  
• 2011-12 - in conjunction with Academic Affairs, Enrollment Management/Student Affairs and BASC, create student focus groups to guide in the development of ‘Third Spaces’ for academic, residential and BASC future renovations and construction.  
• 2013-14 - based on the developed ‘Third Space’s, continue to conduct focus groups to determine effectiveness and satisfaction.  
• 2015-16 Make modifications as appropriate, feasible, and reasonable. |
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<td>High quality facilities in which our students live and learn [III_LEQP.5]</td>
<td>Staff Support and Development [AF.04]</td>
<td>HR</td>
<td>No Smoking Campus [AF:HR_SG.08]</td>
<td>• Collaborate with Enrollment Management and Student Affairs to develop, implement and maintain a No Smoking Campus. • Shared Services Opportunities.</td>
<td>2011-12 X 2013-14 X 2015-16 X</td>
<td>• Identify best practices from other campuses. • Involve a wide variety of campus constituencies in the discussion and development of a No Smoking Policy. • Obtain support and policy approval. • Implement the policy and provide smoking cessation programs. • Develop ongoing approaches to improve compliance with the policy and to encourage smoking cessation.</td>
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<tr>
<td>A Robust and Transformational Environment [III_LEQP.6]</td>
<td>Staff Support and Development [AF.04]</td>
<td>HR</td>
<td>Wellness [AF:HR_SG.09]</td>
<td>• Provide a wide range of wellness programs through a variety of media to impact as many faculty and staff as possible.</td>
<td>2011-12 X 2013-14 X 2015-16 X</td>
<td>• Identify best practices and successful activities from other campuses. • Provide the Management Development Program training modules. • Evaluate implementing a Leadership Development Program. • Provide self-development training modules. • Provide the Employee Assistance Program activities. • Provide a variety of other health/wellness programs – weight watchers, consumer credit counseling, retirement preparation, fitness programs, etc.</td>
</tr>
<tr>
<td>A Robust and Transformational Environment [III_LEQP.6]</td>
<td>Staff Support and Development [AF.04]</td>
<td>EHS</td>
<td>Faculty and Staff Health and Safety [AF:EHS_SG.08]</td>
<td>• Provide training programs through a variety of media to reduce injuries and illnesses.</td>
<td>2011-12 X 2013-14 X 2015-16 X</td>
<td>• Develop a measurement process for the impact of safety training programs. • Improve training programs based on these reviews.</td>
</tr>
<tr>
<td>A Robust and Transformational Environment [III_LEQP.6]</td>
<td>Staff Support and Development [AF.04]</td>
<td>HR</td>
<td>Faculty and Staff Engagement [AF:HR_SG.10]</td>
<td>• Align the reward structures to increase faculty and staff engagement. • Support the development and implementation of a campus climate survey.</td>
<td>2011-12 X 2013-14 X 2015-16 X</td>
<td>• Review and evaluate the various faculty and staff reward structures to ensure that they are achieving their intended outcomes and make appropriate changes as needed if they are not. • Support the development and implementation of a campus climate survey in consultation with a variety of campus constituencies and committees.</td>
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| Engagement of the campus in the community  
[III_LEQP.7] | Sustainability and Environmentally Sound Practices  
[AF.02] | EHS | Community Sustainability  
[AF:EHS_SG.09] | - Participate in Brockport Arbor Day; Canal clean-up, Earth Day, Recyclemania, Tree Campus USA, etc.  
- Maintain membership in AASHE.  
- Maintain membership in the Stormwater Coalition of Monroe County.  
- Shared Services Opportunities. | 2011-12 X  
2013-14 X  
2015-16 X | - Measure student, faculty and staff participation in sustainability activities and develop methods to increase participation.  
- Continue STARS reporting with goal of continuous improvement in our scores.  
- Identify collaboration activities with area organizations and municipalities.  
- Continue to collaborate with Brockport Fire Department and Brockport Central Schools on environmental health and safety issues. |
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| Investment by stakeholders in the College as a quality place | Customer Service and Value (Stewardship) | HR | Retiree Connectedness/ Culture of Ambassadorship | • Develop a database of retirees including email (CSEA).  
• Retiree opportunities for campus activities.  
• Engage staff and retirees through enhanced communication and activities to engage students, parents, and visitors. | 2011-12 X  
2013-14 X  
2015-16 X | • 2011-12 Propose and develop a Brockport Retiree Service Corps program. 2012-13 implement initial program.  
• 2013-14 Evaluate and improve program as needed. |
| Graduates remain engaged in the life of the campus | Staff Support and Development | HR | Student Engagement | • Provide internship opportunities to students.  
• Provide resume building opportunities to students i.e., teaching.  
• Promote “Gold Leadership” program to students, | 2011-12 X  
2013-14 X  
2015-16 X | • Assist Career Services and related EMSA offices to work with campus faculty to develop centralized internship programs and oversight.  
• Assist Career Services and related EMSA offices to promote use of internship programs.  
• Support Residential Life and related EMSA offices to promote the leadership program to students. |
| Graduates remain engaged in the life of the campus | Staff Support and Development | BASC | Alumni Participation | • Improve alumni participation and strengthen interaction at major events. | 2011-12 X  
2013-14 X  
2015-16 X | • Support the Advancement Area, particularly the Alumni Office, in terms of improving the quality of events and increasing the potentials for interaction.  
• Integrate/coordinate alumni activities with campus constituencies.  
• Integrate/coordinate campus activities to encourage alumni participation. |
| Graduates remain engaged in the life of the campus | Sustainability and Environmentally Sounds Practices | EHS | Alumni Participation | • Infuse an emphasis on sustainability to keep alumni connected.  
• Work with Career Services to measure alumni involvement. | 2011-12 X  
2013-14 X  
2015-16 X | • Measure alumni involvement in sustainability programs and activities.  
• Measure alumni views on sustainability and engagement. |