The College at Brockport
2011 - 2016 Strategic Plan

Learning Environment and Quality of Place

- Stewardship and Development of our Physical Assets
- Effective Use and Deployment of Financial Assets
- Risk Management and Compliance
- Quality of Service
How did we end the year (2013/14)?

Financially:

State: $129,185 (0.8% of total budget)
      $ 13,241 (2012/13)
      $232,901 (2011/12)

BASC: $234,000 (2013/14)
      $911,000 (2010/11)

Programmatically:

......A much more interesting story
Divisional Priorities (Areas of Strategic Investment)

Promote the effective use, development, and maximization of campus resources:

1. Financial Sustainability

   - Understand and refine the facts (fiscal reality; institutional strengths, weaknesses, culture, etc.)
   - Develop imperative to address the challenge/Engage the broader campus community
   - Establish structure/process to:
     - Develop and implement a plan to achieve financial sustainability that prioritizes a combination of expenditure management and revenue growth strategies
     - Integrate academic planning and enrollment management with the budget planning/revenue allocation and assessment
     - Design and implement a budget model and resource allocation process that provides incentives and is based on assessment and advances institutional plans

Status: TBD (topic for BRC Discussion)
Divisional Priorities (Areas of Strategic Investment)

Promote the effective use, development, and maximization of campus resources:

2. Organizational/Operational Efficiency

- Campus Conference and Events Management
  - Task force assessment completed
  - Recommendations under review

  **Status:** Recommendations complete, system procured, implementation nearly complete, phased rollout to begin spring semester 2015

- HR Service Delivery Initiative – Enhance the efficiency and effectiveness of HR practices, processes, systems structures, and services across the campus
  - Cross-campus (State, BASC, RF) formed and convening

  **Status:** Assessment completed, implementation phase now underway
Divisional Priorities (Areas of Strategic Investment)

Promote the effective use, development, and maximization of campus resources:

2. Organizational/Operational Efficiency, cont.

- SUNY Procurement Optimization Project -- Reducing the total cost of ownership (TCO, $$) by standardizing process, systems, compliance, and contracts across the system
  - Business Case nearly complete
  - System-wide implementation plan under development
  - Strong support from SUBOA/CCBOA

**Status: Solution designed, RFP nearly complete, go-no-go in the Jan/Feb timeframe**

- Campus-wide assessment to identify potential transformational initiatives to improve quality and reduce cost
  - Under development

**Status: President’s Cabinet Summer Retreat Discussion – Boundary Spanning Leadership** (topic for BRC discussion)
Divisional Priorities (Areas of Strategic Investment)

Stewardship and development of our physical assets:

*High Quality Facilities where our students live and learn*

1. Initiate the Association of Facilities, Facilities Performance Indicators
   - Completed the initial submission of data to APPA
   - Completed initial review of data for Administrative and Custodial Staffing

   **Status: Completed**

2. Implement Computerized Maintenance Management System (CMMS)

   **Status: Phase 1 now completed with approximately 1000 work orders/month**

   **Impact:** saved $250,000 in operation and maintenance expenses associated with opening of the Liberal Arts Building
Divisional Priorities (Areas of Strategic Investment)

Stewardship and development of our physical assets:

High Quality Facilities where our students live and learn

1. Create a comprehensive Capital Improvement Program:

- Installed software for the assessment of building conditions
  - Completed building assessments of 30% of the college buildings
- Installed software to integrate building conditions in visual aids for various scenarios.
  - Using software for Emergency Management and Residential Master Plan
- Using Prioritization software and building assessment and Strategic Criteria to identify projects that enhance and improve the quality of Facilities

Status: Completed. Now being used by CPFC and the Cabinet Level Review to prioritize over 300 projects across all fund sources. SUCF is considering system-wide rollout.
Divisional Priorities (Areas of Strategic Investment)

Stewardship and development of our physical assets, cont.:

High Quality Facilities where our students live and learn

3. Plan for and support of Executive Order 88

- Planning NYPA phased approach to improve carbon footprint
- Completed NYPA V
- Planning NYPA VI
- Implementation of College at Brockport Energy Master Plan

Status: Nearing Completion

4. Completion of Residential Life Master Plan

Status: Completed and reviewed by CFPC
What can be expected for the future?

Brockport’s Transformation of HR Services (A case study)
In March 2014, the Vice President for Administration and Finance launched an effort to improve core HR operations to:

- Improve the quality of HR services to faculty, staff and students
- Enhance the efficiency of HR practices, processes, and systems
- Transform HR to support broader campus-wide cultural and organizational change initiatives

The effort followed a three phase methodology:

**Phase 1**
"Where are we today"
- Organizational Assessment
- Identified Strengths, Weaknesses, Opportunities and Threats
- Interviewed 50 campus stakeholders and collected 30 SWOT summaries

**Phase 2**
"Where do we want to be?"
- Define future vision, role, structure and services of HR
- Explore best practices, consider alternative service delivery models

**Phase 3**
"How will we get there?"
- Develop detailed implementation plans to create future HR vision
- Build institutional support and buy-in
Context for the Initiative

- HR activities touch virtually everyone on the campus and present an area where enhanced and optimized services can provide the College and its employees both strategic and practical benefits.

- A sound HR enterprise and resulting processes and programs support high levels of performance, productivity, and morale.

- Looking towards the future, the College of 2025 will require a highly skilled and trained workforce.
  - Achieving this objective through existing HR structures and processes will be challenging.

- As the campus prepares for the future, an effective HR environment that is equipped to lead the campus through varying degrees of change will be a strategic advantage to the College.
Human Resources Service Deliver Team was asked to:

1. Conduct and provide a candid and detailed review and assessment of the quality and efficiency of enterprise-wide human resource services provided to internal (staff, faculty, students) and external (applicants, others) stakeholders.

   ➢ The assessment should include a review of HR processes, strategies, policies, technology, competencies, skills and structures.

2. Explore and assess various models for delivering human resource services and provide a set of recommendations for improving the quality and efficiency of human resource services at Brockport.
Approach

Human Resources Service Deliver Team was asked to:

3. Develop a detailed implementation plan for any approved recommendations affecting the delivery of human resource services at Brockport.

4. Conduct the work of the Team in a manner that supports the values that are inclusive, transparent and collaborative.
## Team Membership

<table>
<thead>
<tr>
<th>Atkinson, J Scott</th>
<th>Mosher, Sandra</th>
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<tbody>
<tr>
<td>Hofstra, Michelle</td>
<td>Mullin, Sandra</td>
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<td>Kahn, Amy</td>
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<td>Krautwurst, Cindy</td>
<td>Starr, Serena</td>
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<td>Ludke, Beverly</td>
<td>Toms, Debra</td>
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Thematic Findings

1. The HR unit is transactional and process-oriented and is not providing meaningful strategic or value-added services to the campus such as professional development and training, strategic recruiting, rewards and recognition programs, retention and succession planning, etc.

   — Most HR processes are seen as cumbersome, largely manual with multiple steps and handoffs, relying on paper-based systems, and resulting in slow turnaround times

2. The HR organization has several capable and competent staff members and a number of strengths to build upon for creating a high-performing HR unit for the future

3. In addition to specific feedback on HR services, interviews with campus constituents indicated a culture with low levels of trust and resistant to change (protect the status quo). Furthermore, there is a perception that decisions are made in a vacuum with insufficient communication and input from the campus community
Best Practices HR Services

- Training and Development
- Succession Planning
- Workforce Planning
- Compensation Planning

- Employee Relations
- Recruiting and Selection
- Training Delivery
- Performance Management

- Payroll and Benefits Administration
- Record Keeping
- Leave Administration
- Sick and Vacation

<table>
<thead>
<tr>
<th>Ratio of HR Staff to Total Staff:</th>
<th>Standard Best Practices</th>
<th>Exceptional Best Practices</th>
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<td></td>
<td>1:100</td>
<td>1:200+</td>
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Brockport HR

Ratio of HR Staff to Total Staff:

Brockport Ratio

1:112
1. Restructure HR roles and responsibilities, streamline processes, and automate functions to reduce transactional demands and create greater capacity to support new HR services.

   • Immediately convene a task force made up on HR staff and campus stakeholders to redesign processes and create plans for improvements
   
   • Reorganize HR organizational structure to streamline services and leverage resources to support new strategic services
   
   • Identify opportunities to consolidate and integrate systems, process and policies across State, Research and BASC HR functions
Recommendations

2. Leverage added capacity to build new strategic HR services, including

- **Organizational development and training** – Develop new competencies and services in training and leadership development; chair training and development; faculty/staff orientation; succession and workforce planning; unit design and reorganizations; position management

- **Strategic employee relations** - Develop new competencies and services in performance management and conflict resolution

- **Strategic recruitment and retention** – Develop short and long terms recruitment strategies and plans; enhance search committee development and orientation; launch great place to work and employer of choice initiatives; develop employee retention strategies

- **Strategic compensation and benefits planning** - Develop new competencies and services in human capital financial strategies; salary assessment and planning; benefits consultation; wellness/work life balance
3. Enhance existing HR skills and competencies
   • Add dedicated resource with expertise and strong competency in employee and labor relations
   • Expand the focus on skills and competencies in organizational development and training to support development of strong leaders and managers

4. Improve HR’s culture, morale and performance

5. Launch a comprehensive, campus-wide cultural improvement effort that includes the following:
HR Transformation Implementation Planning

Redesign Key HR Processes

**Charge**
- Examine and streamline all HR transactional processes
- Explore SUNY and other external best practices
- Leverage technology to improve service quality and efficiency

**Deliverable**
- A comprehensive plan for restructuring and redesigning HR processes
- A sequenced implementation timeline

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**Charge**
- Examine and streamline all recruiting, hiring, and on-boarding processes
- Explore SUNY and other external best practices
- Leverage technology to improve service quality and efficiency

**Deliverable**
- A comprehensive plan for restructuring and redesigning recruiting, hiring, and on-boarding processes
- A sequenced implementation timeline

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**Charge**
- Examine and streamline all performance management processes
- Explore SUNY and other external best practices
- Leverage technology to improve service quality and efficiency

**Deliverable**
- A comprehensive plan for restructuring and redesigning performance management processes
- A sequenced implementation timeline
HR Transformation Implementation Planning

Redesign Key HR Processes

Charge
- Examine and streamline all HR transactional processes
- Explore SUNY and other external best practices
- Leverage technology to improve service quality and efficiency

Deliverable
- A comprehensive plan for restructuring and redesigning HR processes
- A sequenced implementation timeline
Biweekly Student Payroll
(c.a. 1600/week)

Classified Employee
Hiring Process
Division of Administration and Finance Management Strategy

College of 2025
Operational Environment
Organizational Capacity
Focus on Value
Reallocation of Divisional/Area Resources for Strategic Priorities

High-level Guiding Principles/Values:

- Respect the skills, knowledge and abilities of College staff by engaging existing campus stakeholders, committees, and initiatives in an integrated/collaborative process
- Address issues at their root cause (structures, systems, processes, and policies)
- Make decisions participatory and transparent
- Leverage/engage external opportunities
- Understand, acknowledge, and address existing cultural behaviors and obstacles
Use of Current Resources

Divisional redeployment of existing resources

• A divisional reserve fund has been maintained which is a carryover of prior years (2010/11 – present) internal reallocation of funds

• All departments are expected to be as self-sufficient as possible, utilizing current state and rollover state allocations to operate, with minimal requests from the divisional reserve fund.

• The current organizational reviews and system implementation costs: software, training and backfill are being covered by divisional resources
Questions??