11-29-2004

Strategic Plan II Implementation Report

The College at Brockport, College Senate

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Resolutions # 03
2004-2005
COLLEGE SENATE

FACULTY SENATE
SUNY College at Brockport

JAN 12, 2004
350 New Campus Drive
Brockport, NY 14420-2925

TO: Dr. John B. Clark, Interim College President

FROM: The Faculty Senate Meeting on November 29, 2004

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

SUBJ: Strategic Plan II Implementation Report

Signed: Dawn M. Jones
(Dr. Dawn M. Jones, 2004-2005 College Senate President)
Date: 12/19/04

Please fill out the bottom portion and return document to the College Senate Office.

TO: The College Senate

FROM: Dr. John B. Clark, Interim College President

1. Decision and Action Taken on Formal Resolution (circle)
   a. Accepted. Effective Date: 1/06/05
   b. Deferred for discussion with the Faculty Senate on ___/
   c. Unacceptable for the reasons contained in the attached explanation

II. III. Response to Recommendation or Other/FYI
   a. Received and acknowledged ___/
   b. Comment: ___/

DISTRIBUTED BY PRESIDENT'S OFFICE TO:

Executive Council

Dean's Council

DISTRIBUTE ALSO TO: Originator, Academic Advisement, Registrar (as appropriate)

Signed: John B. Clark
(Dr. John B. Clark, Interim College President, SUNY College at Brockport)

Date: 1/06/05

Faculty Senate Office, 12/9/2004
C:\faculty\website\resolutions\2004-2005-03.res.doc
1. PROPOSAL TITLE:
Please be somewhat descriptive, for example, Graduate Probation/Dismissal Proposal rather than Graduate Proposal.

Strategic Plan II Implementation Report

2. BRIEF DESCRIPTION OF PROPOSAL:

3. SUBMISSION & REVISION DATES: PLEASE DATE ALL UPDATED DOCUMENTS and resubmit to the Senate Office electronically prior to Senate review and vote at fsenate@brockport.edu.

<table>
<thead>
<tr>
<th>First Submission</th>
<th>Updated on</th>
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<td>Fall 2004</td>
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4. SUBMITTED BY: (contact person)

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Phone</th>
<th>Email</th>
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<tbody>
<tr>
<td>Dawn Jones</td>
<td>College Senate</td>
<td>2586</td>
<td><a href="mailto:facprez@brockport.edu">facprez@brockport.edu</a></td>
</tr>
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5. COMMITTEES TO COPY: (Senate office use only)

<table>
<thead>
<tr>
<th>Standing Committee</th>
<th>Forwarded To</th>
<th>Date</th>
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<tr>
<td>__ Enrollment Planning &amp; Policies</td>
<td>Committee Chair</td>
<td>11/8/2004</td>
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<tr>
<td>__ Faculty &amp; Professional Staff Policies</td>
<td>Executive Committee</td>
<td>11/29/04 - vote</td>
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<td>__ General Education &amp; Curriculum Policies</td>
<td>Senate Floor</td>
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<td>__ Graduate Curriculum &amp; Policies</td>
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The Strategic Planning Implementation Group (SPIG) is made up of the Executive Council (former President’s Staff), the Executive Committee of the College Senate, and the co-chairs of Strategic Planning II subcommittees 1-6. SPIG met on September 29, 2004 to discuss the status and future of implementation of Strategic Plan II, responsibility and leadership of implementation efforts, and strategies to ensure continuing collaboration between the College administration and the College Senate in the implementation of the college’s plan. SPIG members discussed the fact that 2004-5 is an interregnum period for the College, as the presidential search process unfolds. In addition, members discussed the fact that some Strategic Plan recommendations and proposals need additional development, identification of funding sources, or broader consultation and discussion prior to implementation.

To provide a report to the membership of the College Senate, SPIG members developed the summary report that follows.

__________

COMMITTEE 1: What students will we teach?

Principal conclusions and recommendations

ENROLLMENT
- Maintain current enrollment levels with possible adjustments to the undergraduate/graduate mix.
- Implement enrollment strategies that promote the appropriate distribution of students across programs reflective of a “liberal arts college plus” institution.

STUDENT QUALITY
- Maintain the College’s status as a Tier 2 institution while beginning to shape the quality and add diversity to the freshmen class.

SCHOLARSHIP PROGRAM
- Maintain substantial scholarship funding to assist in further establishing the College’s Tier 2 status, while working to reduce the cost of the scholarship program to the College.
- Tie available graduate scholarships and assistantships more effectively to organizational goals, and explore additional funding opportunities.

STUDENT RETENTION
- Continue to improve retention rates for first year students.
2004-5 Implementation activities/ responsibility/ role of College Senate

The Enrollment Strategies Committee will begin meetings in late fall 2004. College Senate representation is required by – and has always been represented by -- the chair of the College Senate Enrollment Policies standing committee.

COMMITTEE 2: How will we help students prepare for success?

Principal conclusions and recommendations

- Improve opportunities for students to identify and explore career alternatives, pursue personal development, and establish lifelong learning habits.
- Expand internships, volunteer and service learning, and student employment opportunities.
- Develop a web-based portfolio system for student use.

2004-5 Implementation activities/ responsibility/ role of College Senate

- The Office of Career Services, in collaboration with the Vice Provost for Undergraduate Education, the Director of Retention, and the American Democracy Project Coordinating Committee, will take the lead in developing proposals for review by the College administration and College Senate to achieve the first two recommendations.
- The ANGEL Standing Committee will review the potential of ANGEL to support web-based portfolios.

COMMITTEE 3: How can faculty and staff enable students to become better learners?

Principal conclusions and recommendations

Make faculty development a high priority. Strengthen budgetary and other support for faculty development. Develop an inventory of “best practices” in instruction to guide faculty development. Strengthen CELT, new faculty orientation, and faculty mentoring programs. Increase use of “Active Learning” instructional methods.

2004-5 Implementation activities/ responsibility/ role of College Senate

Establish CELT Advisory Board to develop and monitor CELT activities and programs consistent with this goal. CELT Advisory Board should develop budget requests to support faculty development efforts consistent with these recommendations.
COMMITTEE 4: *How will we plan for appropriate instructional capacity and equitable teaching loads?*

*Principal conclusions and recommendations*

- The College should establish a goal of having 70 percent of all Student Credit Hours (SCH) taught by full time faculty each semester, by Fall 2006.
- By Fall 2006, no more than 10 percent of full time faculty members should be non-tenure-track (e.g., QAR) faculty.
- The College should identify adequate resources to achieve these goals.

2004-5 *Implementation activities/ responsibility/ role of College Senate*

- During Fall 2004, each academic department is reviewing its APT policies.
- Implementation of other recommendations will be deferred pending the outcome of APT revisions.
- The recommendations of the *Provost’s Task Force on Associate Faculty* should be considered by Deans Council, and those recommendations that are endorsed by Deans Council should be approved by the College President and implemented by the Division of Academic Affairs.

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COMMITTEE 5: *How can we strengthen college governance?*

*Principal conclusions and recommendations*

- Maintain current “supercommittee” structure and jurisdiction, but have each committee chaired by a faculty or staff member appointed by the President. Half of the membership of supercommittees should be appointed by College Senate.
- Change title and focus of Budget and Resources Committee to Planning and Resources Committee.
- Create a governance procedure manual and inventory; encourage broader participation in governance.

2004-5 *Implementation activities/ responsibility/ role of College Senate*

- The first two recommendations are not being acted upon during this interim year since all of the college-wide committees are currently functioning under the structures already in place. This includes the Budget and Resources Committee which has already begun preparations for the 2004-05 year under its current charge, title and focus. Once a new president is in office, changes to the committee structures should be considered according to these recommendations.
The Offices of the President and the Vice President for Administration and Finance will be charged with preliminary work on the compilation of a governance operational and procedural manual including an inventory of committees. The Executive Council will provide necessary assistance in gathering this information.

COMMITTEE 6: How can the College become more firmly embedded in the Rochester community?

**Principal conclusions and recommendations**

- Establish Task Force on the Role of MetroCenter in the Future of SUNY Brockport to develop a strategic plan.
- Develop an institutional marketing-communication plan to improve community awareness of the college.
- Establish an Outreach Committee to develop and foster external relationships with College entities.

**2004-5 Implementation activities/ responsibility/ role of College Senate**

- MetroCenter Task Force established and charged; report due 12-1-04.
- Continuing Education Task Force established and charged; RFP for market analysis developed.
- Community Advisory Task Force established to identify further opportunities for outreach activity.
- College Policies and Practices Task Force established to recommend ways to recognize and reward effective outreach by staff, faculty and students.
- The work of all of these Task Forces is being guided by an Executive Committee (comprised of chairs of Task Forces).