

Administration and Finance Priorities and Resource Requests (Final 4/2/18)
Aligned with the “Building a Better Brockport: A Strategic Plan for the Future 2017-2022”

Mission

Our contribution to the College mission is to be an inclusive learning community that inspires excellence through growth, engagement and transformation to assist students, faculty & staff and keep the campus functional, attractive, and growing through the delivery of high quality financial, human, physical plant, and student services while ensuring the sustainability of our operations.

In support of this mission, all members of Administration and Finance partner with staff within the Division, with staff from offices of other Divisions, with Strategic Planning Committees and other College committees, and with external entities to achieve the following goals.

Division of Administration and Finance – Immediate permanent personnel requests which can be funded from existing divisional vacancies (Indicated in bold italics within each of the divisional goals)

- Assistant Director of Maintenance Services \$74,000
- Assistant Director of Energy Management/Utilities \$74,000
- Budget Office Staff Assistant \$40,000
- Environmental Health and Safety Office Assistant 2 \$39,533
- Human Resources Employee Relations Associate \$65,000
- Human Resources Office Assistant 1 \$30,000
- Policy and Compliance Coordinator \$35,000

Total: \$357,533

- Associate Director of Capital Planning (Capital Funds) \$92,000

Division of Administration and Finance – Immediate S&E requests which would require new funding (Indicated in bold italics within each of the divisional goals)

- \$15,000 in permanent funds.
- \$199,000 in temporary funds

Division of Administration and Finance Summary of Financial Requests

- 28 positions for \$1,117,833
 - 19 positions for \$775,833 funded by divisional vacancies
 - 9 positions for \$342,000 requested from new funds.
- 1 position for \$92,000 requested from campus capital funds
- Supplies and Equipment
 - \$137,500 in permanent funds
 - \$199,000 in one-time temporary funds.

1. *Become a Great College at Which to Work through the development of our human capital – HR transformation, skills development, work/life balance, appropriate tools, systems and processes. (4.2A; 4.3D; 4.3E; 4.4B; 4.5A; 4.7A; 4.9A)*

Goal 1 Summary of Financial Requests 4 positions for \$202,000

- 3 positions for \$140,000 funded by divisional vacancies
- 1 position for \$65,000 requested from new funds.
- Supplies and Equipment
 - \$47,500 in permanent funds
 - \$75,000 in one-time temporary funds.

Divisional Priority: Recruit and retain a more diverse faculty and staff, which will promote the continual improvement in Campus Climate data.

- Funding Request: Unknown. Support the Chief Diversity Officer who is requesting a Faculty/Staff Diversity Recruiter to take proactive steps to hire under-represented faculty and staff for positions that are likely to be, or are being, searched.

Divisional Priority: Campus Climate data will show continual improvement as resources are dedicated to tackling long-standing issues of equity and inclusion. Excellent and effective working relationships will be achieved with organized labor to ensure a safe, fair and inclusive campus, free from workplace bullying. This will be supported by extensive HR policy development, including a civility and workplace bullying policy, as well as training in leadership, performance management, coaching, counseling and discipline. Assessment of impacts will include the number of employee complaints and other employee relations analytics. The Assistant Vice President for Human Resources, along with the Associate Director of Human Resources will have the responsibility for this activity.

- ***Funding Request: Permanent funding of \$65,000 to \$80,000 in salary for an Employee Relations Associate is requested to replace the currently funded temporary/part time position, and which will provide necessary capacity to handle the level of employee relations cases. Responsibilities will also include working closely with organized labor as a representative of management and providing group and in-person training in coaching, counseling, discipline and performance management. This position can be funded from existing vacancies that exist within Administration and Finance.***

Divisional Priority: Undertake a comprehensive pay review and develop salary plans for faculty and professional staff and develop a compensation communications program. Further develop our “Investing in Our People” Leadership Development Series and develop and implement formal support for this training series. HR metrics will be prepared for employee retention rates, and training data will be monitored and assessed.

- Funding Request: Several positions and non-personnel costs are requested.
 - Permanent funding of \$45,000 in salary to hire a permanent HR Assistant, to replace the current temporary position that is funded through November 2018, to support recruitment and training activities. As we prepare to contract with a training vendor to meet our numerous training compliance obligations, this position will have primary responsibility for maintaining the training database. This position also supports faculty and staff recruitment functions, immigration

processing, HR reporting and employee relations activities. This position can be funded from existing vacancies that exist within Administration and Finance.

- ***Permanent funding of \$30,000 is also requested for an Office Assistant 1 to manage all personnel files, employment verifications, etc. Hiring an OA1 will allow the current OA2 to support appointment processing and performance management notification, tracking and monitoring. This position can be funded from existing vacancies that exist within Administration and Finance.***
- Permanent funding of \$65,000 to \$75,000 to hire a Director of Organizational Development. This position would be responsible for managing training and organizational development initiatives including change management initiatives, conducting training needs assessments, onboarding related training, engagement and satisfaction surveys and focus groups. Responsibilities also include working with our online training vendor to create all HR compliance related training and to ensure there is a system in place to monitor and track employee participation and compliance. This position would require new funding support.
- ***Permanent S&E funding of \$15,000 to support the online vendor license costs. This system provides access to the web based training modules and the training database used to notify participants and monitor training completion.***
- Permanent S&E funding of \$15,000 to \$25,000 for the participants in the five day Leadership Development Program, depending upon the number enrolled. Funding covers the 360 assessment for each participant, program materials, facilitator's stipend and food costs.
- Permanent S&E funding of \$7,500 to support the professional and classified staff NEST (New Employee Support Training) orientation program.
- ***One time temporary S&E funds of \$50,000 to \$75,000 for compensation consultant support to develop the professional staff compensation plan.***

2. *Ensure ongoing operational sustainability -- risk management, succession planning, business continuity, systems and process improvements, etc.*
(2.6C; 3.1A; 3.5A)

Goal 2 Summary of Financial Requests

- 4 positions for \$154,333
 - 2 positions for \$74,533 funded by divisional vacancies
 - 2 positions for \$80,000 requested from new funds.
- Supplies and Equipment
 - \$90,000 in permanent funds
 - \$124,000 in one-time temporary funds

Divisional Priority: Continue to further develop and implement the Campus Calendar-Event Management System (EMS).

- Funding Request: Permanent funding in the amount of \$90,000 is requested for the Brockport Auxiliary Service Corporation (BASC) to reimburse them for the percentage of time that their business analyst and events coordinator commits to the ongoing support and improvement of the EMS operations for 2018 and beyond. This would not be required if the EMS system becomes the College's responsibility.

- ***Funding Request: One-time temporary funding of \$124,000 to reimburse BASC for their 2014-2017 costs for licensing, support and consulting/training.***

Divisional Priority: Complete the development of the Western New York online procurement system which will serve as a model for SUNY and continue to obtain goods and services in the most timely and efficient manner.

- Funding Request: Administration and Finance has been paying for campus participation in the Western New York procurement project. However, permanent funding of \$40,000 to \$45,000 is requested for a Procurement Contract Specialist to manage the increasingly complex contracts that are developed. This position would require new funding.

Divisional Priority: Achieve and maintain higher Sustainability Tracking, Assessment and Rating System (STARS) scores.

- Funding Request: The current STARS draft report, developed by an external consultant, is 160 pages long and covers areas of: Institutional Characteristics, Academics, Curriculum, Research, Engagement, Public Engagement, Operations, Air and Climate, Buildings, Energy, Food and Dining, Grounds, Purchasing, Transportation, Waste, Water, Planning and Administration, Coordination and Planning, Diversity and Affordability, Investment and Finance, Wellbeing and Work, innovation and Leadership, Exemplary Practice and Innovation. Permanent funding of \$40,000 to \$45,000 is requested to hire an Environmental Health and Safety Technician to lead the data collection efforts for the annual STARS survey as well as to assist with other training and compliance activities. This position would require new funding.

Divisional Priority: Health and Safety Compliance and College-wide training.

- ***Funding Request: In addition to the Environmental Health and Safety Technician position listed above, an Office Assistant 2 is needed to assist with the STARS reporting, and coordinate, schedule and track a variety of training programs on campus. \$39,533 in permanent funds is requested for this position, but it can be funded from Administration and Finance as this position is currently vacant.***

Divisional Priority: Provide support for the Operational Plan Goal 3 Committee, the Policy Management Committee, the Enterprise Risk Management Committee and the Internal Control function.

- **Funding Request: Hire a Policy and Compliance Coordinator to support these divisional responsibilities, many of them lead by the Vice President for Administration and Finance. Permanent funding of \$35,000 to \$40,000 is requested for this Coordinator, but it can be funded from existing vacancies within Administration and Finance.**

Divisional Priority: Charge the Enterprise Risk Management Steering Committee to develop metrics and policy that can be adapted by all units and departments of the College

- Funding Request: No additional funding requested at this time.

3. *Establish a culture of management accountability -- Develop a culture of planning, data informed assessment, and ongoing improvement across all units.*
(3.2A; 3.7B; 3.7C)

Goal 3 Summary of Financial Requests

- 1 position for \$40,000
 - 1 position for \$40,000 funded by divisional vacancies
- Supplies and Equipment – None at this time.

Divisional Priority: Establish and operationalize a Joint Planning and Budget Committee (JPBC) as a presidential advisory committee that serves as the steering committee for institutional planning and budgeting to ensure long-range fiscal sustainability.

- ***Funding Request: The Assistant Vice President for Finance and Management and the Budget Director provide a great deal of ongoing support for the JPBC in their role as a presidential advisory committee. Permanent funding of \$40,000 to \$45,000 is requested to hire a Budget Office Staff Assistant to process account transactions, reconcile accounts and serve as a resource to departments on budget questions. This position can be funded by Administration and Finance with the use of existing vacancies.***

Divisional Priority: Achieve Middle States Criteria with Commendation by effectively integrating institutional assessment, planning and resource allocation; and by aligning the Physical Master Plan to support the Academic Master Plan.

- Funding Request: No additional funding requested at this time.

4. *Build a Better Brockport through the quality of our facilities.*
(1.1C; 2.1E; 2.2A; 3.4A; 4.2C)

Goal 4 Summary of Financial Requests

- 19 positions for \$721,300
 - 13 positions for \$524,300 funded by divisional vacancies
 - 6 positions for \$197,000 requested from new funds.
- Campus Capital Funds – 1 position at \$92,000 requested from capital funds
- Supplies and Equipment: None at this time

Divisional Priority: Utilize assessment report data to elevate campus facilities reflecting best practices and outstanding stewardship. The APPA Facilities Performance Indicators (FPI) short-form survey provides institutional information and comparative information for peer institutions.

- Funding Request: The current state of staffing in the Facilities area is well below average standards and re-filling vacancies and/or adding a number of staff are required to even start thinking about best practices and outstanding stewardship.
 - ***An Assistant Director of Maintenance Services and an Assistant Director of Energy Management and Utilities are essential to provide the necessary leadership and supervision for a very large Facilities staff. Each of these positions would be between \$74,000 and \$78,000. These positions can be funded by using existing vacancies in Administration and Finance.***

- Initial basic needs amount to permanent funding of \$376,300 for eleven positions, which include four cleaners (\$114,000), two general mechanics (\$84,000), three Plant Utility Assistants (\$106,500), Painter (\$41,800) and Grounds Worker (\$30,000). These positions can be funded by using existing vacancies in Administration and Finance.
- Additional needs would require new permanent funding of \$197,000 for six positions, which would include three Cleaners (\$85,500), one General Mechanic (\$42,000), one Plant Utility Assistant (\$35,500) and one Painter Assistant (\$34,000).

Divisional Priority: Implement a new work order system (AIM II) that is being developed for the SUNY System. This will replace our out of date systems (Maximo and Footprints).

- Funding Request: No additional funding requested at this time..

Divisional Priority: Implement a NYSERDA Workforce Training Grant. This is an initial program that will serve as a model for SUNY. In conjunction with the New York Power Authority, we will develop and implement a training program and guidelines for our energy management and utilities staff to increase energy efficiency in support of Executive Order 88.

Funding Request: No funding required as this is a fully funded grant program.

Divisional Priority: Explore and assess partnerships around areas of key community need (i.e. a Brockport Community Clinic, Canal development).

- Funding Request: No additional funding requested at this time.

Divisional Priority: Revise our Physical Master Plan so that it supports the Academic Master Plan, the Residence Life Plan and sustainability objectives.

- ***Funding Request: Hire an Associate Director of Planning in the Capital Facilities Office, as had been done in the past, using SUCF capital funds. This position would manage strategic planning requirements on campus – analyze space needs, advance planning of capital projects, etc. Request that \$92,000 of SUCF capital funds be provided annually for this purpose.***

Divisional Priority: Improve accessibility and inclusion for our physical facilities.

- Funding Request: No funding requested, these improvements use capital funds.