I. INTRODUCTION

The previous campus Facilities Master Plan (FMP) was completed in 2010 by Burt Hill Consultants, the primary consultant and planner. The SUNY Potsdam (College) FMP was part of a system-wide initiative managed by the State University Construction Fund (SUCF) that projected the capital facilities needs for each of the State operated SUNY Colleges. Each FMP considered campus mission, strategic plans, academic enrollment, space use and needs, as well as facilities’ condition to identify and prioritize the 10-year campus-wide facilities improvement plan.

To remain vital, any long-term master plan must be periodically revisited and updated to address changing conditions, needs, and priorities. The SUNY Campus FMPs are no exception.

In the seven years since the system-wide FMP initiative was completed there have been significant changes in New York State, SUNY, and at each Campus. For example, enrollments and academic majors have shifted, and campus leadership and state funding for SUNY have changed. In addition, SUNY has introduced a number of innovative educational initiatives to increase opportunity and performance that have had both direct and indirect impacts on campus facilities.

This report documents progress since the 2010 FMP, compares projections to current conditions, identifies significant changes in drivers or priorities, assesses the current and continuing relevance of the plan, and recommends updates to keep the College FMP relevant for the next 5 years.

II. CAMPUS PROFILE

ADMINISTRATION ORGANIZATION

There have been significant changes in the College administration since the FMP. Key positions are listed below with new appointments noted.

Dr. Kristin Esterberg President (2014)
Dr. Bette Bergeron Provost, VP for Academic Affairs (2016)
Mary Dolan Interim VP for Business Affairs and Administration (2017)
Dr. Rick Miller Executive Vice President (2014)
Dr. Bernadette Tiapo Chief Diversity Officer (2016)

The President and majority of the senior vice presidents are new to SUNY and the FMP process. Additional changes include assignment of the Division of Student Affairs to the newly created Executive Vice President position and assignment of the Student Success Center and the Educational Opportunity Program to the Provost’s responsibility.

Note: A copy of the latest organizational chart can be found in the Appendix to this report.
FACILITIES ADMINISTRATION
There will be major changes in the facilities administration organizational structure since the FMP was developed, as Tony DiTullio will be retiring as AVP for Facilities & Planning in June 2017.

STATUS OF THE CAMPUS STRATEGIC PLAN
Dr. Esterberg has undertaken a review of overall campus organization and operations and is in the process of implementing organizational changes to increase overall enrollment and improve academic outcomes. The recently appointed Provost will be integral in implementing these strategic goals as they relate to academic affairs. In addition, a Diversity, Equity, and Inclusion Strategic Plan has been finalized. The President, working with the President’s Council, Leadership Forum, and constituencies across campus, has begun to develop a new campus-wide Strategic Plan. It is anticipated that this Plan will be completed by the end of the 2017 fall semester.

MISSION
Potsdam celebrated its 200th anniversary in 2016, and continues to fulfill its mission within SUNY as a qualified comprehensive college, rooted in tradition as a liberal arts and teaching college, with exceptional programs through The Crane School of Music, and enhanced opportunities made possible through the newly constructed Performing Arts Center.

ACADEMIC ORGANIZATION
In 2016, Dr. Bernadette Tiapo was hired as the campus’ Chief Diversity Officer. As part of her responsibilities, the Office of Diversity has been reorganized and the Division of Diversity, Equity, and Inclusion has been created. In 2016/2017 Potsdam is in the process of searching for 24 tenure-track faculty members, with an emphasis on diversity hires and ensuring coverage in key academic areas and for programs currently undergoing enrollment growth. No new lines were created; vacated lines were distributed to programs with the most programmatic need.

Faculty changes are as follows:

<table>
<thead>
<tr>
<th></th>
<th>AY 2013</th>
<th>AY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Faculty</td>
<td>261</td>
<td>260</td>
</tr>
<tr>
<td>Part-Time Faculty</td>
<td>101</td>
<td>112</td>
</tr>
</tbody>
</table>

Additional data, including workforce statistics, can be accessed on the [HR website](#).

STEERING COMMITTEE
In the fall of 2016, the campus reinstated the Space Prioritization and Allocation Committee, and redeveloped its charter (available in the Appendix). This charter serves as the guiding document for the ongoing work of the Committee, and outlines the committee’s responsibilities, purpose, and membership. The Committee is currently chaired by the Provost.
ACADEMIC PROGRAMS
The College offers over 40 programs at the Baccalaureate and Masters level. Programs include Liberal Arts, Sciences, Education, Business, and Community Health. The College is perhaps best known for programs within The Crane School of Music.

Academic programs and enrollment have changed since the FMP. This section summarizes those changes. More complete information, including data for programs over time, can be accessed through the Office of Institutional Effectiveness.

All data is headcount by major over the past five years (AY 2012-AY2016), programs are Baccalaureate unless noted otherwise. Data reflects total enrollment (first major) for the fall of 2015 and changes in enrollment from fall 2011 to spring 2016.

- PROPOSED ACADEMIC PROGRAMS
  Arts Management (pending SUNY approval)
  Geographic Information Systems (pending SUNY approval)

- NEW ACADEMIC PROGRAMS
  Exercise Science
  Graphic Design Major
  International Studies
  Business Administration – Watertown Extension
  MS in Organizational Performance & Technology
  Educational Technology Specialist (MSEd)
  Environmental Studies
  MS in English
  Community Health

- GROWING ACADEMIC PROGRAMS
  Business Administration (MS) +40
  Computer Science 79 (+18)
  Theatre & Dance 131 (+40)
  Community Health 122 (+36)
  Chemistry 78 (+15)
  Criminal Justice (note: enrollment numbers are included w/ the Department of Sociology)

- HIGHEST ENROLLED PROGRAMS
  Crane School (all undergrad programs) 513 (-4)
  Business Administration 265 (+3)
  Biology 215 (-19)
  Psychology 261 (+9)
  Sociology/Criminal Justice 205 (-25)
  Undeclared/Special Programs 375 (+49)
  English & Communication 251 (-64)

- UNDER-ENROLLED AND RETRACTING PROGRAMS
  Economics 26 (-1)
  Childhood/Early Childhood 195 (-228)
Childhood Education (MST) 104 (-76)
Literacy (MSEd) 37 (-42)
Secondary Ed (MST) 33 (-21)
Special Education (MSEd) 15 (-8)
History 88 (-96)
Art 135 (-85)
Mathematics 74 (-43)
Modern Languages 26 (-30)
Philosophy 9 (-11)

PROGRAM ACCREDITATION OR REGULATORY ISSUES AFFECTING FACILITIES
Potsdam completed their most recent NASM accreditation for The Crane School of Music. Deficiencies were noted related to noise concerns within the music rehearsal space. The College received an appropriation in the 14/15 Capital Budget to partially address these issues. A detailed technical study has recently been completed to assess the needs for The Crane School of Music to develop a mini-master plan for the phased renovation of the complex to be incorporated within the overall capital planning strategy. A first phase project will be initiated for design in 2017.
ENROLLMENT

Actual enrollment as well as planned 5 year institutional projections are derived from SUNY official figures dated 7/6/15.

![Potsdam Student FTE Trend](image)

<table>
<thead>
<tr>
<th>Campus: Potsdam</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Base Year</strong></td>
</tr>
<tr>
<td>2009</td>
</tr>
<tr>
<td>2010</td>
</tr>
<tr>
<td>2011</td>
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<tr>
<td>2012</td>
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<td>2016</td>
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<tr>
<td>2017</td>
</tr>
<tr>
<td>2018</td>
</tr>
<tr>
<td>2019</td>
</tr>
</tbody>
</table>
HISTORICAL AND CURRENT ENROLLMENT
The College’s enrollment has declined significantly in the last 5 years, driven largely by decreases in the teacher certification programs, particularly at the graduate level, an unfavorable demographic area, and declining international enrollment from Canada. Enrollment in The Crane School of Music has remained relatively stable. Although overall AAFTE numbers have decreased, retention has begun to increase.

Potsdam has initiated a policy of not requiring SAT/ACT scores as an admissions requirement, believing a student’s true potential is not necessarily predicted through standardized test scoring assessments. In order to enhance student retention, discussions are underway regarding potential consolidation and/or enhanced collaboration of student academic support services. In addition, Potsdam has completed a capital project to create a Center for Diversity, located in Sisson Hall adjacent to the Student Union.

SUNY Potsdam proposes to reverse declining enrollments and to control enrollment growth utilizing a comprehensive marketing and recruitment approach combined with an aggressive Academic Program Planning Strategy. The campus performance implementation plan supports this strategy by expanding into areas outside their traditional geographic territory through: enhanced marketing; increases in Graduate enrollment; expanding online offerings, particularly through certificates; outreach to first-time freshman and transfer students from SUNY’s thirty Community Colleges; Out of State recruitment into New England and through alumni networks reaching into the southern states; and international students including Canada and China. Potsdam will build upon their growth of in-demand programs capitalizing on new program offerings including proposed programs in Geographic Information Systems and Arts Management.

SHIFTS AND CHANGES IN ENROLLMENT
Overall enrollment has shifted out of Teacher Education programs to programs such as Community Health and Science/Technology/Arts/Engineering/Math (STEAM) disciplines. This is consistent with statewide trends. New programs, including Exercise Science and Graphic Arts and New Media, also show promise, and a renewed focus on Business has produced the potential for future enrollment growth. Changes in demand are possibly part of a return in investment decision by prospective students, or a perception of a clearer path to employment may be spurring growth in those programs.

Demand for Teacher Education programs statewide (and nationally) has retracted significantly due to declining school age demographics, increased admission requirements mandated by the state and accreditation bodies, and perception of limited employment prospects. Potsdam lies within an unfavorable demographic area of declining first-time full-time high school graduates and has historically been heavily reliant on teacher education programs for enrollment. However, a recent focus on cross-institutional partnerships, including those with BOCES, New York City, and a potential new pipeline with Jefferson Community College, shows promise for future enrollment growth in the teaching disciplines.
III. **SUNY INITIATIVES AND POTENTIAL IMPACT ON FACILITIES**

**SYSTEM-WIDE INITIATIVES**
Since the FMP was completed, SUNY has introduced several new major system-wide initiatives that may impact campus facilities and space needs. Following is a recap of the initiatives and potential capital facilities investment requirements of those initiatives.

**SUNY 2020 CHALLENGE GRANT**
In 2011, the State University of New York and the Office of the Governor embarked on a partnership to establish the NYSUNY 2020 Challenge Grant Program. The competitive grants, open to all SUNY Colleges, are given to projects that leverage private sector resources to fulfill long term economic and academic plans.

The Campus submitted 20/20 proposals under the 2015/2016 program which was incorporated into the Performance Improvement Investment Fund of which (4) were selected for a continued review.

**START-UP NY**
START-UP NY is a joint New York State/SUNY program intended to stimulate economic growth through offering new and expanding businesses the opportunity to operate tax-free for 10 years on or near eligible university or college campuses in New York State. Partnering with these schools gives businesses direct access to advanced research laboratories, development resources and experts in key industries.

Potsdam has identified space on campus to support the SUNY Startup NY initiative, but has yet to capitalize in partnerships with external partners and Startup NY. Potsdam is hopeful future efforts will provide additional opportunities to enhance applied learning. In addition to selected areas on campus the NATCO building located on Outer Main Street adjacent to the Crane complex, (approximately 12,000 sf) will soon be turned back over to the College for academic use.

**SUNY EXCELS**
SUNY Excels is a system-wide initiative intended to drive continuous improvement toward excellence at all levels – system, sector, campus, faculty, student and staff. Each campus is required to establish improvement goals and metrics, and to develop a Performance Improvement Plan (PIP) to achieve these goals by 2020. SUNY has established a competitive grant program through which campuses may seek financial support for their academic performance improvement initiatives.

**IMPROVEMENT GOALS AND METRICS**
The College’s performance improvement goals include increasing student headcount enrollment to 4300 (4214 FTE), increasing the percentage of under-represented minority students to 40%, increasing first year retention to 86% and increasing the six-year graduation rate by 10%.

**PERFORMANCE IMPROVEMENT INVESTMENT FUND APPLICATIONS INCLUDING POTENTIAL CAPITAL PROJECTS**
New Bachelor Programs: Exercise Science, Graphic Design and New Media, Criminal Justice, and International Studies. Community Health has added a new program at the master’s level. (Note: While this proposal was not chosen for SUNY funding, programmatic needs for equipment persist.)
Establish Center of Excellence in Applied Learning in order to research, develop, test, and implement models, methods, and approaches to applied learning. *(Note: This Center was recently opened, and is housed within the Crumb Library.)*

**OTHER POTENTIAL CAPITAL PROJECTS IN SUPPORT OF PERFORMANCE IMPROVEMENT PLANS**

SUNY Potsdam is committed to improve the overall quality of their labs, science equipment, and technology infrastructure which will further support academic excellence in the classroom and to boost their distance learning offerings. The renovation of Timmerman Hall for Geology and Physics and the renovation of Kellas Hall, one of two large classroom buildings, are commencing construction in the summer of 2017.

Efforts to consolidate student support functions may have an impact on future facilities planning.

**EXCELSIOR SCHOLARSHIP**
While not specific to the SUNY Potsdam campus, the state’s recent creation of the Excelsior Scholarship, applicable to all New York college-age students attending public institutions within the state, may impact both the campus’ enrollment trajectory and subsequence impacts on facilities through the granting of “free” tuition. While the actual impact is yet unknown, campus personnel are closely monitoring this newly adopted program.
IV. CHANGES IN PHYSICAL CONDITIONS

PROPERTY AND FACILITY OWNERSHIP
The FMP identified opportunities to develop Lehman Park; located on the shores of the Raquette River and NATCO Park, a 24-acre site located east of and adjacent to the campus on Outer Main Street. Construction of the new Child Care Facility will be placed at NATCO Park. In 2017 the present medical facilities satellite building located in NATCO Park will be turned back over to the College for State use.

CHANGES IN VEHICULAR AND PEDESTRIAN CIRCULATION
There have been no significant changes in vehicular and pedestrian circulation since the FMP.

MAJOR PROJECTS COMPLETED SINCE THE FMP
- Upgrade HVAC/Labs Stowell Hall for Biology, Chemistry and Physics.
- Rehabilitate Ice Arena Maxcy Hall.
- Rehab HVAC Hosmer Concert Hall.
- Rehab HVAC and Replace Windows, Raymond Hall, Administration Building
- Construct New Performing Arts Building.

MAJOR DETERIORATION & EMERGENT – Infrastructure & Buildings
No new major deterioration or emergent conditions have arisen that were not anticipated by the FMP.
V. SPACE ASSESSMENT

INVENTORY
The inventory at the time of the FMP update was 998,174 net assignable square feet (NASF). This reflects only state owned property and does not include residential facilities.

MAJOR CHANGES IN CAMPUS BUILDING INVENTORY

<table>
<thead>
<tr>
<th>Space Added</th>
<th>GSF</th>
<th>NASF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performing Arts Center (#051)</td>
<td>96,522</td>
<td>55,000</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Space Deleted</th>
<th>GSF</th>
<th>NASF</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>

MAJOR CHANGES IN CLASSROOM AND CLASS LAB INVENTORY
The Performing Arts Center, completed in 2014, added 96,522 GSF (55,000 nasf), which includes a broad range of specialty performing art and support space including a performance and black box theater, back stage construction workshop, costume and support space, dance practice rooms, design and lighting technical laboratories.

The College undertakes a policy to improve several classrooms and/or class labs on a rotating basis over summer intersession to address qualitative issues. Potsdam added two additional biology labs in Dunn Hall through adaptive reuse, following construction of the Performing Arts Building.

CLASSROOM/CLASS LAB SCHEDULING AND UTILIZATION ISSUES
The College has implemented a new scheduling tool (EMS) a software package encompassing room scheduling, resource scheduling, pricing and billing, academic planning, and a Master Calendar. EMS provides a platform for reserving rooms for meetings and events, and simplifies the academic scheduling process. The Master Calendar function coordinates and displays all scheduled campus activities in a clear, user-friendly format that will allow for specialized filters by topic. With the software comes powerful analytical tools including reports regarding utilization of space on campus, which will contribute to a more effective use of facilities across all campus constituencies.

As this new system is implemented, the campus will continually assess the need for further space or utilization analysis. While it does appear the campus has adequate space for courses, a need to increase the inventory of “Smart” classrooms is warranted. Specifically, according to a recent Classroom Utilization Report generated through EMS, nearly 40% of the campus’ classrooms (excluding labs and studios) are not equipped with basic instructional technology (i.e., do not have projection/podiums).
SPACE NEED CALCULATIONS

Potsdam - PSI vs. FMP Recommended Space (NASF)

<table>
<thead>
<tr>
<th>Year</th>
<th>PSI Reported Space</th>
<th>Space Recommended by FMP Consultant</th>
<th>Space Adjustment by Revised FMP AAFTE Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>907,224</td>
<td>719,730</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>906,453</td>
<td>723,280</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>906,942</td>
<td>726,831</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>905,926</td>
<td>730,381</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>890,425</td>
<td>733,932</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>897,302</td>
<td>737,482</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>902,588</td>
<td>748,048</td>
<td>621,812</td>
</tr>
<tr>
<td>2015</td>
<td>902,588</td>
<td>758,614</td>
<td>606,841</td>
</tr>
<tr>
<td>2016</td>
<td>902,588</td>
<td>769,181</td>
<td>615,838</td>
</tr>
<tr>
<td>2017</td>
<td>902,588</td>
<td>779,747</td>
<td>626,574</td>
</tr>
<tr>
<td>2018</td>
<td>790,313</td>
<td></td>
<td>636,672</td>
</tr>
<tr>
<td>2019</td>
<td>790,313</td>
<td></td>
<td>649,936</td>
</tr>
</tbody>
</table>

Potsdam has a more than adequate inventory of classrooms, offices and laboratories, but qualitatively the spaces require upgrades including consistent and pedagogically appropriate classroom learning technologies (e.g., “SMART” classrooms). Even if campus enrollment recovers to 2009 levels it is unlikely that the College will need to invest in “new” instruction or laboratory space. The Campus will need to continue to update their current inventory of classrooms and class laboratories.

Based on the FMP the College has a surplus of space but noted that the space is not “distributed appropriately” and qualitatively was in need of upgrades. The FMP considered options to reduce
or demolish space but it was determined that the existing spaces are in fair condition and functional, therefore there would be no benefit to the State to demolish existing building inventory.

VI. FACILITIES MASTER PLAN UPDATE

CONTINUED RELEVANCE OF THE PLAN
The Facilities Master Plan and Campus Strategic Plan continue to be in alignment. The Facility Master Plan functions as a guide and is compatible with the recent capital projects that have been completed at SUNY Potsdam. Potsdam finds that the objectives and initiatives of the FMP continue to be relevant even if the means to accomplish those goals are not currently available. The FMP looked at program based project solutions but did not stress major building renovations whose priorities are driven by critical maintenance concerns.

Accordingly, Potsdam will continue to assess and prioritize critical maintenance based projects concurrent with academic program needs to maximize the effectiveness of the available capital funding.

CHALLENGES OF LIMITED CAPITAL FUNDING
Potsdam, as a philosophy, has pursued a campus-wide systems upgrade approach and cycled systems replacements to maintain their built environment, as such the campus building and infrastructure systems overall are in good condition. Many of the campus buildings were constructed in the late 1960’s and early 1970’s. These buildings are now due for renovation both to improve the academic environment and to replace building specific MEP systems and general Code and building upgrades.

Presently the renovation for Timmerman Hall for Geology and Physics and the renovation of Kellas Hall, a major classroom building, have both been scaled back with lessened effort to upgrade the academic space where the majority of the work will be invested in upgrading building mechanical systems. Renovations to the Barrington Student Union and Thatcher Halls have been pushed out indefinitely based on a reprioritization of capital appropriation.

ENROLLMENT
Potsdam’s goal is to increase enrollment to previously achieved levels, (2009 base year of FMP) including a resurgence in granting Graduate degrees. The College has sufficient space to accommodate this growth.

Increased enrollment will be accommodated through renovation and/or adaptive reuse of existing space and is consistent with recommendations from the FMP. Future renovation work will look at consolidation of programs and departments and improving functionality of existing space through renovation. The 2010 FMP proposed growth to 5,000 AAFTE, but following on the recent decreases in enrollment current plans are to restore enrollment to 2009 levels of 4,214 AAFTE by 2019/2020.

ACADEMIC PROGRAMS
Although Potsdam is working to initiate several new academic programs, none of the proposed programs will require construction of new specialized space and will be accommodated through selected renovation or adaptive reuse of existing space.
Since the completion of the FMP two capital projects are being initiated which will add new space to the campus inventory: a new Child Care Center (at approximately 13,000 gsf) and an addition to the Crane Music Complex (6,300 gsf) for additional rehearsal and office space, both Strategic Initiative projects. A proposal to construct a minor addition onto the Crane music complex was included as a 2014-2015 Legislative Initiative but at a funding level at half of what was requested.

Potsdam has received support for the creation of a “center of applied learning creativity incubator/create center” as part of the 2015 round V, 20/20 Challenge Grant program. The Center for Applied Learning (CAL) has been launched, and is located in the Crumb Library.

STUDENT LIFE
Potsdam has identified a program study to be completed in ‘16/17 to review space options associated with potential renovations to Merritt, MacVicar, Morey, and Carson Halls and the NATCO Building. As part of this process the campus will explore the feasibility of consolidating student services into a single, convenient location.

The Barrington Student Union is the most heavily utilized facility on campus experiencing normal but extensive wear and tear. The building has not undergone a major renovation since its original construction in 1972 and its deteriorated conditions are adversely affecting student quality of life, recruitment, and retention. The FMP recommended construction of a new Student Union Building with a budget which exceeded $70M and is not being pursued. The budget to renovate the existing Barrington Student Union and Thatcher Hall is approximately $45M. The proposed newly renovated facility would incorporate student government and clubs, recreation and food service spaces. The FMP proposed a modest addition as part of the Student Union and Thatcher Hall renovations, to provide additional dining seating capacity and provide improved logistics for material handling. While the renovation of the Barrington Student Union remains a concern, the cost of this project is currently prohibitive. In addition, academic needs of the campus have shifted since the original FMP. The campus does plan to continue to address the “most critical” maintenance improvements necessary to keep the facility functioning safely. Upgraded or additional programing space will not be incorporated until additional funding becomes available. This approach may necessitate capital expenditures which would need to be abandoned and replaced at a later date once a more complete renovation is possible. A technical study is underway to evaluate alternative opportunities to advance a modest renovation program directed at maintaining serviceability of the facility. As part of the study alternate renovation strategies will be identified for consideration in future capital plan requests.

TECHNOLOGY
The FMP identified upgrading classroom and class laboratory technology as a priority. The campus has completed several classroom upgrade projects and recently upgraded their campus wide academic IT and wireless infrastructure systems. The campus continues to upgrade classroom technology on a cycled replacement basis each summer concurrent with a classroom upgrade program. The College is looking into expanded opportunities for distance learning.
INFRASTRUCTURE
The campus underground infrastructure systems are in good condition and have been incorporated in a phased replacement and upgrade program. Presently the remaining underground initiative includes replacement of steam and condensate valves throughout the distribution system on a phased, summer by summer basis. A future underground infrastructure study will further define a long range planning approach to the continued renewal of the existing underground infrastructure systems.

Campus roadway and parking systems have been upgraded. An underground infrastructure study is proposed for 2018 to reassess the existing underground utility systems to develop a long range approach to ensure phased upgrades are properly identified and implemented.

MAJOR PROJECTS
The design contracts for the renovations of Timmerman and Kellas Halls have been initiated. Work on both buildings will begin in the summer of 2017.

The FMP proposed complete renovations to many of the campus primary academic buildings. As previously stated the Barrington Student Union and Thatcher Hall had been identified as the highest priority capital renovation project, both as a high priority critical maintenance program and as a project to enhance student activity services. The renovation of the Barrington Student Union and Thatcher Halls are being deferred in favor of a scaled back program of critical maintenance projects. Additional buildings under consideration for renovation include: The Crane Music Complex, Morey and MacVicar Halls, Merritt Hall, and Satterlee Hall.

FMP IMPLEMENTATION
Major building renovations have been deferred to implement a strategy to complete partial or reduced scope building renovations to address highest priority program upgrades, MEP system replacements, exterior building envelop restorations, and required Code upgrades. Timmerman and Kellas Halls were not initially identified as the high priority program based renovation project in the FMP but have since been identified as high priority critical maintenance projects and are presently being advanced through design and construction. Technical studies have been initiated to identify possible phased renovation approaches for the Crane Music Complex and the Barrington Student Union and Thatcher Halls.

The FMP addressed program based initiatives irrespective of funding implications. Major building renovations based on critical maintenance needs were identified but not stressed as program based priority capital projects. Stowell, Timmerman and Kellas Halls as well as the Barrington Student Union and Thatcher Halls have been identified as high priority critical maintenance projects.

The most pressing of Potsdam’s needs will continue to be addressed in this manner even though some of these projects are underfunded. The approach may be counterintuitive as it adds to the total cost of renovating campus buildings and reduces the efficiency of the delivery but it provides projects that can be designed quickly in case funding for design ready projects becomes available.
PLAN IMPLEMENTATION
Potsdam continues to support a fluid approach to the prioritization of their capital bond program of continued cycled replacements and upgrades to building and building systems and individual project assessment and prioritizations based on available funding. Renovation projects are being scaled back to address primary program upgrades and critical building MEP and Code upgrade requirements.

The current FMP Priorities include:
- Achieve improvements in The Crane School of Music
- Satisfy laboratory qualitative demands for the sciences
- Consolidate student support functions
- Improve the quality of the student union & student life space
- Improve student athletics and recreation facilities

CURRENT PLAN PRIORITIES
Following are the current program driven project priorities in plan implementation

Projects in Process:
- Renovation and Addition to Crane Music Complex, Phases I & II - Strategic Initiative/CM, mixed funds (Advertise for design approved 4/2017)
- Construction of Child Care Facility (bids due 5/2017; anticipated June, 2017 groundbreaking)
- Renovation of Timmerman, Physics and Geology (construction initiation: summer, 2017)
- Renovation of Kellas, Classrooms and Campus IT (construction initiation: summer, 2017)
- Barrington Drive- create a pedestrian walkway (Summer 2017 construction)

Projects Planned:
- Renovate 189 Outer Main Street, NATCO Building, (renovation for academic use upon vacancy of present tenant)
- Renovate Merritt Hall
- Renovate Barrington Student Union and Thatcher Halls, Student Services/Student Life/Building Critical Maintenance Upgrades (HVAC rehab is currently in design)
- Renovate Satterlee Hall – Education
- Renovate Morey and MacVicar Halls for academic/student support purposes
- Lehman Park Classroom and Boat Facility, Student Service and Ecology
- Construct new Athletic Track and Field Facility
HOUSING
Potsdam is well served with their housing stock. The fall 2016 design capacity is reported at 2,713 beds at an 85% utilization rate. The College actively pursues a renovation strategy that permits ongoing renovations of housing and has completed four phases of the Bowman renovations, with one or two phases remaining, depending on occupancy need and funding. This planning has been on hold since the fall of 2012. In addition, two dedicated accessible rooms have been added in a standard Knowles corridor.

About 60% of Potsdam’s students elect to live on campus. Regionally there is available housing in and around the Village of Potsdam which supports student needs from both SUNY Potsdam and Clarkson University.

A private developer recently completed a 306-unit townhouse development adjacent to the campus on Outer Main Street.

VII. SUMMARY

CONCLUSIONS
The SUNY College at Potsdam has sufficient space to meet current and projected enrollment needs. Potsdam continues to use the FMP as a guiding document as the Campus moves forward with the development and prioritization of their capital planning strategies. Where possible academic priorities are integrated with renovation projects. Potsdam balances their capital building program needs through prioritizations within: the minor critical maintenance program; selected system or component based critical maintenance projects; and selected building renovations. The uncertainty associated with an inconsistent capital funding allocation model has necessitated scaling back the number of individual critical maintenance projects and the scope of proposed building renovation programs.

The Barrington Student Union and Thatcher Hall renovation continues to be a high critical maintenance priority; however, given the scale of the project it is not feasible to consider a major renovation at this time. A series of small phased critical maintenance based projects will be advanced to ensure the continued serviceability of the facility.

Renovations to the Crane Music Complex will also necessitate a balance and prioritization between programming, health and safety, and critical maintenance needs. Given the sheer size of the complex at 330,000 gsf, with proposed renovation budgets in excess of $50M, renovations will have to be phased in over a 10- to 12-year cycle following development of a prioritized phasing plan.

Potsdam has completed a small capital project to create a student Center for Diversity, located in Sisson Hall adjacent to the Student Union. Efforts to consolidate student support functions may have an impact on future facilities planning efforts and a space planning study is proposed for 2016/2017 to evaluate program and space needs for several academic buildings. Depending upon the analysis of the implementation of the new campus scheduling module (EMS), review of space utilization may be incorporated into the proposed planning study. Upon completion of the study, minor changes in FMP implementation may be warranted.
APPENDIX A: Updated Organizational Structure
APPENDIX B: Space Prioritization and Allocation Committee-Charge
Space Prioritization and Allocation Committee  
*Revised January, 2017*

A. **Policy Statement:**

All SUNY Potsdam buildings and land belong to the College as a whole and are subject to the assignment and reassignment to meet the institution’s overall priorities and needs. The Space Priority and Allocation Committee is charged with the responsibility and authority for reviewing all space requests and making recommendations regarding space assignments. Recommendations of the Space Priority and Allocation Committee are subject to review and approval by the President and the President’s Council.

B. **Function:**

The Committee makes non-binding recommendations to the president on issues and proposals involving campus facilities. The committee is charged with the following responsibilities:

1. To review requests that involve significant physical change, change of function, reassignment of space to another department or organization, long-term allocation of College space (building and grounds) and/or alternatives to space usage and to make recommendations to the president. Normally, the president, vice presidents or affiliated organizations will request committee review of proposals.
2. To review priorities for capital construction, rehabilitation and space alteration projects and make recommendations to the president, with due consideration to established and existing facilities plans.
3. To review designs and concerns regarding campus grounds, plantings, signage, roads, etc. weighing all new proposals in light of their contribution to campus aesthetics and physical harmony.
4. To regularly assess the progress of the master plan; to continually monitor and review proposals for changes to the master plan ensuring consistency with the mission of the College; and to serve as ombudsperson in resolving future space conflicts that the plan's execution may generate.
5. To periodically hold an open campus meeting and report on the progress of the master plan update. Once a year a written report on the progress of the master plan shall be submitted to the president and to the chair of the Faculty Senate.
6. To facilitate the process of an annual assessment of space usage on campus.
7. On at least a biannual basis, to visit identified space assets on campus, with additional review as needed.

The Committee has the authority to form subcommittees and designate members from the campus community to oversee a specific part of the master plan, e.g., space utilization, etc.
C. **Space Priority and Allocation Committee Membership:**

To ensure transparency and appropriate representation reflective of the campus’ commitment to shared governance, the committee shall include but not be limited to representatives across the campus’ constituencies including administration, academic and student affairs, facilities, and the Faculty Senate. In the event that a member cannot attend a meeting, that member may elect to send a representative from the unit/department.

The composition of the membership will include the following:

- Provost and Vice President for Academic Affairs
- Vice President for Business Affairs
- Executive Vice President for Institutional Effectiveness and Enrollment Management
- Chief Information Officer
- Dean of Arts and Sciences
- Dean of Education and Professional Studies
- Dean of the Crane School of Music
- Dean of Student Affairs
- Assistant Vice President for Facilities and Planning
- Assistant Facilities Program Manager
- Assistant Director for Facilities Planning
- Executive Assistant to the President
- Faculty Senate, Elected Representative
- Registrar

**Chair:**
The chair of the Space Priority and Allocation Committee is appointed by the president and serves for a period of one calendar year. The chair can serve multiple terms, as appointed by the president.

D. **Space Principles:**

**Responsibility:** The Space Priority and Allocation Committee makes the decisions concerning the space allocation of all College space.

**Transparency:** Activities of the Space Priority and Allocation Committee will be transparent. Meeting agendas, meeting minutes, and the status of all requests will be available for review on the Committee’s website.

**Making a Request:** All requests for new space, reallocated space, or change in use of space will be made by the completion of a Space Request Form and submitted to the department’s Dean or Vice President who will then approve and forward it to the Space Priority and Allocation Committee chair. This process must be followed regardless of funding source. In the case of Academic Affairs, space requests that impact more than one academic unit or School must first
be vetted through the Provost’s Cabinet. Persons making requests may be called to appear before the Committee to provide additional information regarding their request.

**Deadlines:** Requests impacting more than one unit/department and which require funding considerations must follow these deadlines:

- March 1: Requests for work to be completed over the summer for completion by the fall semester.
- October 1: Requests for work to be completed over the winter break for completion by the spring semester.

**Exemptions:** Minor work that does not impact more than one department/unit and for which funding has been identified does not need Committee approval. However, departments/units are strongly encouraged to contact the Assistant Facilities Program Manager to verify this exemption. Work orders must be completed and approved for all minor projects.

**Assessing Space Requests:** The process for reviewing Space Requests will be guided by the following principles:

- a) Requests should support the overall educational mission of the College.
- b) Requests will have the support of the department chair or department head prior to submission to the Committee.
- c) Requests with funding in place will receive higher priority, and funding sources must be clearly identified.
- d) Space must be available in order for allocation or changes in allocation to be considered.

Note: other approvals may be required for major repurposing of space which may include the formation of additional task forces/committees.

**E. Leasing of Campus Space**

The leasing of appropriated space by a non-College entity must be approved by the Space Priority and Allocation Committee. The following criteria will be used in making decisions:

- a) There is a specific programmatic requirement and unique partnership that makes location of this non-College entity in an appropriated space critical to an academic, research or service component of the College’s mission.
- b) The amount and use of the space leased is minimized.
- c) The location of this non-College entity in an appropriated space is intended to be an interim solution; careful consideration should be given to the length of the lease agreement.
- d) At least fair market value will be required as part of the lease agreement.