III. **MASTER CAPITAL PLAN OBJECTIVES**

The University’s objectives for its Master Capital Plan are to protect, maintain, preserve, and modify its physical plant to comply with health and safety codes; to address environmental and energy conservation measures; to keep pace with changes in telecommunications, information and educational technologies, and emerging research requirements; to support the State of New York and the University’s energy initiatives; as well as to adapt to ongoing changes in academic pedagogies, programs and student life affected by evolving educational and emerging marketplace demands.

SUNY has grown over the last 10 years with an overall enrollment increase of 11 percent since 2005. Despite a significant drop in the number of nationwide high school graduates from the peak year of 2008-2009, state-operated and statutory full-time equivalent SUNY enrollment has remained steady at 195,000 in academic year 2014-15. Yet growth alone does not equal success. Over the last 5 years there has been a dramatic shift in demand for certain programs:

![Percent Change in Headcount (Declared Majors), Fall 2010-2014](image)
To address these rapidly changing demands and meet the increasingly diverse needs of today’s students, existing facilities must be renewed and repurposed to remain competitive.

**Facility Master Plans**

Effective long-term planning requires a comprehensive, disciplined and focused approach. SUNY and the Fund addressed this need by completing in 2011, the first-ever system-wide Facilities Master Plan (FMP) initiative.

The FMP initiative resulted in a ten-year plan projecting the capital investment needs for each of SUNY’s 34 state-operated and statutory campuses, as well as System Administration. Campus and Fund staff looked carefully at the current mission and strategic plans of individual campus programs, and assessed the ability of existing facilities to meet future expectations. The FMP considers mission, enrollments, and course planning in identifying physical space needs; evaluates the ability of existing space inventories, usage and condition to accommodate need; and provides recommendations for strategic facility improvements to meet current and future educational demands.

While individual FMPs provide each campus with a roadmap to plan its future capital facilities improvements, the bigger benefit of the FMP initiative is the opportunity to align campus investment with SUNY’s overall mission from a system perspective. Strategic enrollment priorities – on a system basis – will be combined with academic priorities for both the State and SUNY to reach a SUNY-wide plan that is flexible and useful in helping SUNY to meet the educational and workforce demands of the future.

As part of the University’s continuous planning process, efforts are underway to refresh the FMPs at each of the campuses in response to campus leadership and programmatic changes as priorities shift and strategic plans evolve. These updates show emerging trends driving SUNY’s capital needs such as:

- Renovations to Support Student Success – Reconfiguring space for Academic Success Centers which provide one location for tutoring, counseling, Educational Opportunity Programs, and other student support services
- Renovations to Support Recruitment & Retention - Upgrades and modernization of facilities that enhance student life, including athletic facilities and student unions
- Renovations to Create “Learning Commons” & Facilitate Collaborative Learning - Creating spaces for small study groups, often in libraries
- Laboratory Upgrades to Support Growing Programs – Particularly, STEM and Allied Health

In tandem with their age, the intended use of SUNY facilities is ever changing to suit the evolving pedagogies of higher education, and to maximize suitability for the advancement of SUNY’s mission. Classrooms and labs built decades ago no longer meet the needs of today’s students or New York State’s workforce needs. Students require and expect a campus that is both attractive and serviceable, with up-to-date technology and instructional facilities at least better than those offered by their K-12 education. A Cooperative Institutional Research Program survey noted that a visit to the campus placed high on a list of important issues to a

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prospective college student, falling only slightly below the academic reputation, financial assistance/cost, and the likelihood of employment after graduating. The upgrading and repurposing of existing resources to meet these needs often comprises a significant portion of a campus’ intended capital plan.

SUNY is prepared to maintain its standing as a functional and desirable destination for New York’s (and beyond) best and brightest. The Master Capital Plan aims to provide SUNY faculty, students, and staff with the highest functioning and best conditioned buildings and infrastructure possible in support of its educational mission. To this end, the University is proud to share the following current and long-term capital program objectives for its state-operated, statutory, and hospital facilities. These planned investments in classrooms, laboratories, and treatment centers, will allow SUNY to continue its role as an effective and accountable steward of essential resources of the State of New York. In order to build upon this progress, SUNY will need sustained capital investment in order to address Critical Maintenance needs on all of its campuses.