

FACILITIES MASTER PLAN

2018 – 2023

Prepared by:

David Dimond, *Senior Vice President, New Rochelle Campus Dean*

Alan Mechanic, *Director of Facilities – Bronx*

Vincent Comito, *Director of Facilities – New Rochelle*

Laurie Castaldo, *Director of Academic Planning and Assessment*

MONROE COLLEGE

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EXECUTIVE SUMMARY

The Facilities Master Plan (FMP) summarizes the planning process, findings, and resulting comprehensive recommendations for the short-term and long-term development of Monroe College facilities on multiple campuses. (See **Appendix A** for complete listing of *Facilities by Campus*.) The FMP is based on a detailed analysis of existing goals, growth, and needs in the campuses it serves, as well as current trends in higher education.

The FMP is intended to serve as a guide for the College's investment, protection, and utilization of its valuable land and building resources as they are developed over time. It begins with a review of selected projects in prior planning periods. Specifically, four initiatives of 2015–2018 are examined in the retrospective, Section 2:

1. **Construction of the First Year Experience (FYE) Center in King Hall.** The FYE is a comprehensive, centralized center that provides resources, support, and a gathering place for incoming traditional-age first-year students on the Bronx Campus.
2. **Lease agreement for Locust Hall student residence.** The 15-year agreement with a developer provides a brand new housing facility in New Rochelle to accommodate nearly 300 students, plus parking.
3. **Build-out of a new Monroe College-Barnes & Noble Bookstore.** The bookstore is situated in the center of New Roc City, adjacent to the New Rochelle campus.
4. **Relocation of the St. Lucia Campus.** The newly constructed leased space, located in Vide Boutielle, provides ample classrooms, lounges, and parking.

The strategic planning portion of the document, Section 3, provides logistics, budgets, and proposed timing for the achievement of seven facilities-related goals for the 2018–2023 period, and links them to the institutional goals in the Strategic Plan. They are:

Table 1. Facilities Master Plan Goals 2018–2023

FMP Goal #	Campus	Goal Description	Linked to Strategic Plan Goal #
<i>FMP-1</i>	Bronx	Analyze feasibility of development opportunities on Jerome Avenue	5.2, 5.3
<i>FMP-2</i>	New Rochelle	Analyze feasibility of development opportunities on Main and Huguenot Streets	5.2, 5.3
<i>FMP-3</i>	St. Lucia	Analyze feasibility of development opportunities on the island of St. Lucia	5.2, 5.3
<i>FMP-4</i>	All Campuses	Incorporate sustainable practices and deferred maintenance programs	5.7
<i>FMP-5</i>	All Campuses	Evaluate and upgrade classroom settings to promote innovation and collaboration	1.2, 1.3, 5.2, 5.3
<i>FMP-6</i>	All Campuses	Manage enrollment from a facilities standpoint	2.2, 2.8
<i>FMP-7</i>	Caribbean & Manhattan	Evaluate the feasibility of creating new extension sites	2.9

The overarching goal of facilities management is to respond to enrollment projections and trends, keeping financial realities in mind. The College’s facilities staff will continue to maintain buildings and grounds at acceptable levels, consolidating and repurposing them as necessary. However, it is anticipated that a robust plan of new development will revitalize and engage the surrounding communities, amplifying the College’s academic standing, and increasing enrollment as the new planning period unfolds.

SECTION ONE: INTRODUCTION

The Facilities Master Plan (FMP) responds to initiatives in the College’s 2018–2023 Strategic Plan through an explication of specific facilities projects. This is an analytical and a planning document. It defines projects that are in the works as well as those that are in discussion, with a reasoned explanation for the needs, cost, and projected outcomes.

A comprehensive analysis of facilities at three locations is provided in **Appendix A** (*Facilities by Campus*), with maps of each of the three campuses provided in **Appendices H, I, and J**.

They are:

- The main campus in the Bronx, New York City
- A branch campus in New Rochelle, Westchester County, NY
- A branch campus on the island of St. Lucia in the Caribbean

In Fall 2018, extension sites were opened in lower Manhattan and on the southern tip of the island of St. Lucia.

The Campuses

The Bronx campus continues to be the central location of the schools of Allied Health Professions, Criminal Justice, Education, Information Technology, and Nursing. The School of Hospitality Management and The Culinary Institute of New York are housed on the New Rochelle campus along with three primary residence halls (see **Appendix B**, *Residence Life Data*) and an athletic complex. The King Graduate School and the School of Business and Accounting have hubs on both the Bronx and New Rochelle campuses. The St. Lucia campus offers a blend of online and onsite coursework for selected majors. It does not house the administration of any single school, but is supported with the full resources of Monroe Online and the central academic administration. Note that although Monroe Online is treated as a “campus” in many documents of the College, from a facilities standpoint, it is simply part of the New York operation.

All three campuses reside in diverse and exciting communities. In 2018, the Bronx was named the fastest growing county in New York¹. The City of New Rochelle is experiencing a renaissance in urban redevelopment², while the island of St. Lucia has been celebrated for its recent economic growth³.

¹ [LOHUD, Jul 2018](#)

² [Westchester Magazine, May 2018](#)

³ [OneLucien News, Mar 2018](#)

The College will continue to be a catalyst for community improvement, meeting its commitment to provide state-of-the-art facilities for engaged learning and collaboration. As always, facilities management will be directed by the College's vision, mission, core values, and strategic goals.

VISION

To be a national leader in educating urban and international students.

MISSION

Monroe College, founded in 1933, is a national leader in higher education access, affordability, and attainment. We believe in the power of education to facilitate social mobility and transform communities, and embrace our responsibility to advocate national policies that serve students' best interests. We are proud of our outcomes and unique caring environment, especially for first-generation college students, newly arriving immigrants, and international students. Our innovative curriculum, taught by experienced industry professionals, integrates local, national, and global perspectives. Our academic programs align with industries that drive the New York and international economies that we serve. Our graduates are prepared for continued scholarship, professional growth, and career advancement.

CORE VALUES

- ***Outcomes drive us.***

We are committed to remaining a national leader in delivering strong outcomes for students and always strive for continuous improvement.

- ***Integrity guides us.***

Honesty, transparency, accountability, and fairness are the bedrock of our work.

- ***Relationships define us.***

We build strong personal connections among students, faculty, and staff, as well as with external educational, corporate, and community partners.

2018–2023 STRATEGIC GOALS

Goal 1. To ensure graduates possess the competencies for successful careers, advanced education, and lifelong learning

Goal 2. To shape institutional enrollment by attracting, enrolling, and retaining students with the potential to succeed academically, graduate, and advance professionally

Goal 3. To formally cultivate and institutionalize a responsive culture and structure to more effectively serve students, faculty, and staff

- Goal 4.** To validate program quality and learning outcomes through rigorous self-assessment and enhanced external institutional and programmatic recognition
- Goal 5.** To allocate resources effectively and efficiently in support of the Strategic Plan and institutional priorities

SECTION TWO: RETROSPECTIVE

GOALS OF THE 2015–2018 FACILITIES MASTER PLAN

Facilities management through the 2015–2018 planning period reflected the College’s practicality and resourcefulness. One goal of the period was to **consolidate facilities for greater efficiency**, accomplished through reconfiguring, upgrading, or vacating existing buildings. These steps included:

- Relocating the St. Lucia campus (highlighted below)
- Consolidating student housing in New Rochelle
- Closing the Queens Extension Center
- Vacating South Hall in the Bronx
- Vacating the 2nd floor of West Hall in the Bronx

At the same time, the College was committed to **enhancing existing locations with facilities that foster collaboration and engaged learning**. The First Year Experience (FYE, highlighted below), the Graduate Research Center, the Criminal Justice simulation center, and the DMS lab in the School of Allied Health Professions are just a few examples. The College did not otherwise invest in expanding to **build a home for each school** beyond that which was already in place, although regular physical and technical improvements were systematically made, as well as the following specific enhancements:

- Hospitality Training Institute in Vieux Fort, St. Lucia (est. Fall 2018)
- Law Enforcement Training Simulator (LETS) in the School of Criminal Justice, Jerome Hall, Bronx
- Student Success Center, King Hall, Bronx
- Diagnostic Medical Sonography (DMS) lab in the School of Allied Health Professions, West Hall, Bronx
- Computer Lab/Dean’s office for the School of Information Technology, Monroe Hall, Bronx
- Graduate Research Center, Ustin Hall, Bronx
- Entrepreneurial/Graduate Research Center, 145 Huguenot, New Rochelle
- Academic Technology Lab and administrative offices, King Hall, Bronx
- New classroom site at DC-37 in lower Manhattan

Strengthening community focus by creating gathering spaces for students was met in a big way with the development of a brand-new college bookstore (highlighted below) in the center

of New Roc City, a major entertainment, retail, and residential complex adjacent to the College. (New Roc City also houses the Monroe Athletic Center). Additionally, the FYE, the Veterans Lounge, Mintz Auditorium, Gaddy Hall Atrium, Gaddy Café, and dozens of other meeting spaces throughout the College's academic, administrative, and residential areas are open and welcoming to students.

The following four projects are highlights of facilities improvements during the 2015–2018 planning period.

FIRST YEAR EXPERIENCE (FYE) CENTER, KING HALL, BRONX CAMPUS

The College places tremendous value on the relationship between students and faculty, and this is nowhere more evident than in the development of the First Year Experience (FYE) center, initiated in Summer 2017 at a cost of \$800,000. Responding to enrollment and retention challenges and data analysis for the Bronx campus in particular, the College built this comprehensive, centralized center that would provide resources, support, and a gathering place for incoming traditional-age first-year students. 1,200 square feet of the former dining space for the Jerome Avenue Grille was taken offline during the Spring 2017 semester and repurposed as the FYE center.



FYE Center, Bronx

LOCUST HALL STUDENT RESIDENCE, NEW ROCHELLE

In 2018, the College entered into a 15-year lease agreement with a developer for the six-story, 94-unit residential building, designed in compliance with the new form-based zoning adopted in the City of New Rochelle. Located on Locust Avenue, the economical, wood-frame modular construction system helped contain construction cost. A fiber-cement rain screen cladding system juxtaposed with iron-spot grey brick gives the building a contemporary appearance. A parking garage at the ground level serves the college community, and a landscaped terrace and ground-floor common area provide amenities for students.



Locust Hall, New Rochelle

MONROE COLLEGE-BARNES & NOBLE BOOKSTORE, NEW ROC CITY, NEW ROCHELLE

Monroe is committed to creating positive change in its surrounding communities. In New Rochelle, the College contributed to the city landscape by partnering in the build-out of a 9,000-square foot retail store in New Roc City at a cost of \$50,000. The Monroe College-Barnes & Noble Bookstore opened in Winter 2017, offering full retail and college bookstore services plus amenities such as food and beverage service (including Starbucks coffee), table and lounge seating, and an “open mic” performance platform. The space is regularly used to host small-scale College events. While greatly benefitting the student body, the bookstore provides a significant milestone in the economic development of downtown New Rochelle.



Monroe College-Barnes & Noble Bookstore, New Rochelle

ST. LUCIA CAMPUS RELOCATION TO VIDE BOUTIELLE, ST. LUCIA

From its inception in 2007, and for the next three years, the St. Lucia campus grew from one to three buildings in Barnard Hill. Unfortunately, the buildings were not kept up and, combined with a weak enrollment in the area, annual maintenance became prohibitive. A loss of \$725,496 was recorded in 2012–2013. Rather than close it down, the College made the decision to “right-size” the campus by proportionally reducing enrollment and the College’s footprint. In Fall 2015, the campus relocated to a newly constructed, 6,000 square foot leased space in Vide Boutielle, a short distance from the bustling city of Castries. The modern new space, with ample parking, was reconfigured with classrooms and computer labs at a cost of \$10,000, plus an additional \$10,000 relocation expense. The move improved campus finances (an estimated profit of \$400,000 is projected in 2018–2019), brought up enrollment, and allowed the College to continue serving the area’s student population.

Table 2. St. Lucia Enrollment, Fall 2014 to Fall 2018

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Enrolled	309	264	231	212	256
Growth Rate	-17.4%	-14.6%	-11.5%	-8.2%	+20.8%

Table 3. St. Lucia P&L Results 2012–2019

Year	Financial Result
2012–2013	(\$725,496)
2013–2014	(113,300)
2014–2015	1,662
2015–2016	113,300
2016–2017	224,464
2017–2018	129,618
2018–2019*	400,000

* Projected



St. Lucia Campus, Vide Boutielle

Other facilities-related projects (maintenance, refurbishment, sustainability, office relocation, etc.) that took place during the prior planning period are provided in **Appendix C, Facilities Upgrades and Maintenance 2015–2018**. A complete Facilities Retrospective at the College dating back to 1981 appears in **Appendix D**.

SECTION THREE: STRATEGIC PLANNING GOALS

Seven facilities-related goals have been established for the 2018–2023 planning period, linked to institutional Strategic Planning goals. The following projects are under consideration at the time of the drafting of this plan.

FMP-1

Analyze feasibility of development opportunities on Jerome Avenue in the Bronx

[Link to SP Goals](#)
5.2, 5.3

Many facilities improvements are planned for the coming years, as represented in **Appendix E, Planned Capital Improvements**. The following projects are major development opportunities.

2409 Jerome Avenue Site (Bronx)

Major planned facilities projects on the Bronx campus revolve around the development of new construction at 2409 Jerome Avenue, a college-owned property adjacent to Ustin Hall. In 2016, the site was made eligible for the Brownfield Cleanup Program through the NYS Department of Environmental Conservation, the goal of which was to encourage private-sector cleanups of brownfields and to promote their redevelopment as a means to revitalize economically blighted communities. Monroe entered into an agreement with the state regarding the site and was provided tax incentives for its redevelopment. The College has a predetermined time frame (10 years) to conduct a mandated environmental study (the lot was formerly a gas station) and complete new construction by 2026. Currently, it is leased month-to-month by an auto repair business. One concept for the building is to provide mixed-use facilities for the schools of Allied Health Professions and Nursing, as well as onsite faculty and staff parking. (Priority Code = 8)

- Another option may be to partner with a developer on the 2409 Jerome Avenue site to maximize its use. In doing so, the College would derive economic benefit by participating in building a mixed-use facility that would include affordable income housing.
- Should development of the site go forward, the College will vacate West Hall which currently houses the School of Allied Health Professions, the School of Nursing, the Registrar, and the Office of Career Services. If it does *not* go forward during the 2018–2023 period, the College will seek to extend the West Hall lease.

The Annex – Home to Athletics (Bronx)

Another consideration in 2018–2023 is the future of the Monroe Express, the College’s new NJCAA Division III athletics program in the Bronx. The Express was established in 2017 and doubled its student-athlete numbers in its first year. Its home in the Annex (5,500 square feet) provides some limited training facilities and coaches’ offices, but there are no locker rooms or

showers. The College’s lease for the Annex expires in 2023, but is renewable for a five-year period. One possibility is renewing the lease to build a second floor on top of the existing space. The owner is in agreement with this option, but the College would have to sign a longer term lease. (Priority Code = 9)

- The College does not own playing fields for the athletics program in the Bronx; instead, athletes use community or rental spaces in the neighborhood. The future of the Mintz Auditorium is part of this discussion, as it has been suggested for multi-use reconstruction that includes a gymnasium-like practice/playing area.

King Hall Ground Floor (Bronx)

A major capital improvement project to modernize King Hall is in the process of being completed as of the writing of this plan. The project is estimated to cost approximately \$5 million. After the first phase of the work is completed (King Hall proper, 2505 Jerome Avenue), the College will file for the second phase in the adjoining property, Old King Hall (2501 Jerome Avenue). The second phase will be completed by the end of the current planning period (2023). (Priority Code = 5)

- An option being considered in the short-term is relocating the President’s Office to the ground floor of King Hall. This will place that office in a more accessible location and is in line with the core values of the institution.
- Long term, the College is considering either a sale/leaseback or outright sale of King Hall to free up funds for other properties. Information regarding this possibility is also contained in the Financial Plan.

Much of the redevelopment in the Bronx would entail replacing older facilities with modern, efficient, and sustainable buildings. In the event this does not happen in the 2018–2023 planning period, the College would continue a robust plan of maintenance and upkeep of older structures.

FMP-2

Analyze feasibility of development opportunities on Main Street and Huguenot Street in New Rochelle

[Link to SP Goals](#)
5.2, 5.3

Franklin and Huguenot Halls (New Rochelle)

For many years, the College has developed a series of culinary arts education facilities organized around the courtyard between Franklin and Huguenot Halls on Main Street – sometimes referred to as the Culinary Court. A long-term vision has been to redesign this cluster of facilities by creating additional engaged learning opportunities for hospitality management students. Such facilities would include a student-staffed restaurant and boutique hotel, all currently envisioned in a renovated Franklin Hall. (Priority Code = 7)

Franklin/Main Development Site (New Rochelle)

In 2015, the College purchased a 1.86-acre development site contiguous to Gaddy Hall on Main Street, and also fronting Franklin Street. At present, the site, which includes paved open areas as well as a collection of small wood-frame structures, is being used for parking, storage, and temporary office space. The College is contemplating interim steps which may include demolishing the structures and expanding the parking lot. (Priority Code = 7)

In the long term, this expansive site provides development opportunities such as:

- A facility to accommodate academic and administrative uses by consolidating functions currently located in leased facilities at 140 and 145 Huguenot Street
- An academic facility that will accommodate projected increases in graduate enrollment
- A restaurant/hotel and catering facility managed by the School of Hospitality Management/CINY and open to the public (see above, Franklin and Huguenot Halls)
- A mixed-use facility for one or some combination of the above

145 Huguenot (New Rochelle)

In recent years, the College has leased additional space in this multi-story office building on Huguenot Street to help meet near term demand for classrooms and offices. In 2017–2018, the Finance Office of the College successfully moved from the Bronx to 145 Huguenot, and International Admissions has expanded to new offices there as well. The College plans the creation of two new offices in the building in the very near future: (1) a centralized Admission Compliance and Processing Center (ACPC) and (2) a home for Administrative Computer Services for the New Rochelle campus. Monroe Online may also be moved to this building in the near future. (Priority Code = 5)

140 Huguenot (New Rochelle)

The College also utilizes leased space across the street in 140 Huguenot to meet near term demands, and recently leased an additional 3,500 square feet to grow General Education programs in English and social sciences. The plan is to build out additional faculty offices, tutoring spaces, and a student lounge. (Priority Code = 10)

Potential New Rochelle Sites

Other parcels that are being explored for development in New Rochelle include:

- Former church site (corner of Main Street and Locust Avenue)
- Former gas station site (corner of Main Street and Echo Avenue)

- Former funeral home site (Le Count Place, across from the MAC)
- Former night club site (Le Count Place, across from New Roc City parking)
- Commercial space beneath Trump Plaza (175 Huguenot Street)

FMP-3

Analyze feasibility of development opportunities on the island of St. Lucia

Link to SP Goals
5.2, 5.3

St. Lucia Campus, Vide Boutielle

The College is in the process of negotiating a renewal of the lease for the Vide Boutielle location. Issues related to the branding of the building with a beverage distributor on the top floor will be addressed during these negotiations. Terms for the replacement or upgrading of building systems will also be addressed in the new lease. (Priority Code = 10)

St. Lucia Extension Center

The St. Lucia extension center is a beautifully built-out site on the southern tip of the island, near the airport. At present, it is being used exclusively for the fulfillment of a government contract for hospitality training/continuing education, which launched in Fall 2018 as the Monroe College International Hospitality Training Institute. The College may consider using the space for regular collegiate courses in the future if demand proves to be strong. (Priority Code = 7)

FMP-4

Effectively plan for long-term facilities needs through sustainable practices and an effective deferred maintenance program (all campuses)

Link to SP Goal
5.7

The College addresses the important challenges of sustainability and deferred maintenance together as one sub-goal because both issues impact the effective long-term use of College facilities. The concept of sustainability has been a prominent theme in facilities management for many years with a variety of approaches and philosophies. The College believes in the following fundamental guiding principle espoused in the Brundtland Commission⁴:

Sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs.

⁴ Formerly known as the **World Commission on Environment and Development (WCED)**, the mission of the **Brundtland Commission** is to unite countries to pursue sustainable development together. <https://www.sustainabledevelopment2015.org/AdvocacyToolkit/index.php/earth-summit-history/past-earth-summits/58-the-brundtland-commission>

The institution's approach to deferred maintenance has changed over the years and varies by campus. The Bronx campus, which is the home to the College's oldest buildings, has the greatest need to effectively manage deferred maintenance. This issue is not as prominent on the New Rochelle or St. Lucia campuses. Regardless of the scope of deferred maintenance at a particular location, the College seeks to minimize and manage it effectively.

1. Sustainability

As of the date of this plan, the College has renewed its commitment to sustainability with the inclusion of this concept for the first time as a formal sub-goal in the Facilities Master Plan. Over the past few years, the College identified the use of high-performance/energy efficient systems and green/environmentally friendly operations as preferred approaches with new construction, renovations, or the replacement of existing systems. Specifically, the following initiatives or projects related to sustainability were implemented over the last few years:

Bronx Campus

- Ustin Hall – Solar panels installed on the roof (50kw solar system)
- King Hall – Roof replaced with a white color that deflects heat and decreases the air conditioning load
- Energy efficient replacements of air conditioning
- LED replacements for lighting

New Rochelle Campus

- Main Hall – Roof replaced with a white color that deflects heat and decreases the air conditioning load
- All new construction (Gaddy Hall in 2015 and Locust Hall in 2018) built with energy efficient systems
- Efficient high bay lights in the Monroe Athletic Center

During the 2018–2023 planning period, the College will seek to formalize an action plan for sustainability. Initial research points to the International Facility Management Association's

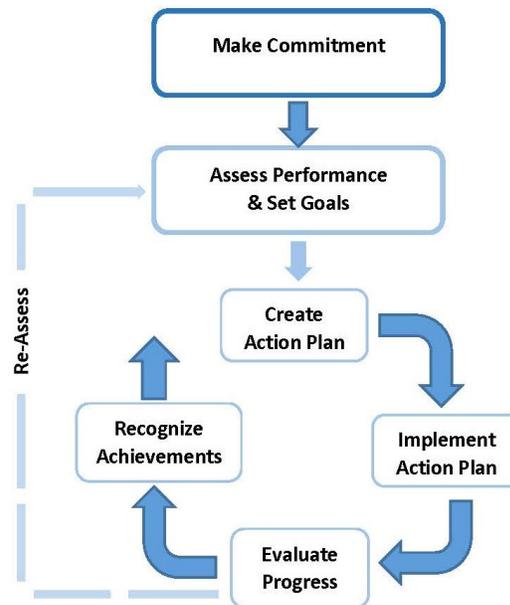
(IFMA) model as the approach that will be employed. This model is described by the following diagram⁵:

Strategic Approach

Implementing sustainability into the operations of an organization requires:

- Committed teams
- Creative solutions
- Solid strategies
- Measurable goals

Planning is the key to a successful sustainable initiative.



This model is based on the sustainability framework of *People, Planet, Profit* or TBL (Triple Bottom Line)⁶. Work to develop and implement this approach at the College will begin in 2019–2020.

2. Deferred Maintenance

The inventory of buildings at the College is a combination of owned and leased facilities. In some leased facilities, the College assumes all costs of upkeep as per the terms of the lease. In other leased buildings, however, certain maintenance issues are the responsibility of the building owner. In these cases, the College will still immediately act to correct a maintenance issue if it impacts student living or academic instruction. Expenses will then be passed along to the building owner.

The College tends to maintain systems for the full extent of their useful life and has established a *Facilities Replacement Cycle*, which is included as **Appendix F**. Efforts were made to include as many of these replacements as possible in each year's capital budget. Some projects,

⁵ IFMA Facility Fusion Conference (2012) <https://www.feapc.com/wp-content/uploads/2012/09/Facility-Fusion-IFMA-and-Sustainability.pdf>

⁶ TBL is an accounting framework that incorporates three dimensions of performance: social, environmental and financial. This differs from traditional reporting frameworks as it includes ecological (or environmental) and social measures that can be difficult to assign appropriate means of measurement. The TBL dimensions are also commonly called the three Ps: people, planet and profits. <http://www.ibrc.indiana.edu/ibr/2011/spring/article2.html>

however, were deferred. A review of all facilities conducted in January of 2019 provided the basis for the following summary of deferred maintenance at the College. Projects were considered to be deferred if they were not scheduled to be completed within the next 12 months. A full schedule of all deferred maintenance appears in **Appendix E**.

FMP-5

Evaluate and upgrade classroom settings to promote innovation and collaboration (all campuses)

Link to SP Goals

1.2, 1.3, 5.2, 5.3

Experiential Learning Centers

Several innovative projects are proposed on the New Rochelle campus to expand the reach of academic programming. These projects are detailed more explicitly in the Technology Plan.

- Upgrade the Dining Lab in Main Hall. The budget is \$100,000 with a target date of Winter 2019. (Priority Code = 10)
- Implement an Investment and Trading Center in Gaddy Hall to provide students in the School of Business & Accounting with hands-on experience. The proposed budget is \$25,000 with a target date of Fall 2019. (Priority Code = 3)
- Build out newly leased space in 140 Huguenot to include an English Language Lab to improve General Education programming. The proposed budget is \$20,000 with a target date of Fall 2019. (Priority Code = 8)
- Convert a classroom in Main Hall into an IT laboratory to facilitate learning in all fields. The proposed budget is \$100,000 with a target date of Fall 2019. (Priority Code = 8)
- Construct a Pre-K Training Classroom in Main Hall to provide a dynamic instructional and observation environment for students in the School of Education. The proposed budget is \$30,000 with a target date of Fall 2021. (Priority Rank = 6)

Innovative Classroom Design

The College is also looking into innovative classroom designs, also known as “active learning classrooms,” that incorporate innovative layouts. Active learning means students engage with the material, participate in class, and collaborate with one another. Instead of simply listening and memorizing, they help demonstrate a process, analyze an argument, or apply a concept to real world situations. One example of innovation classroom design is from SteelCase LearnLab™:

This research-based concept for integrating furniture and technology into the classroom space could be an important tool in furthering progressive learning strategies. Four key concepts are incorporated⁷:

1. Triangulation enhances sightlines and provides equal access to content
2. Vertical surfaces provide information persistence and maximize display
3. Seamless transitions among learning modes maintain cognitive flow
4. Square room design and central door access utilize the corners of the roof



FMP-6

Manage enrollment from a facilities standpoint

[Link to SP Goals
2.2, 2.8](#)

Clinical Programs

The relative success of the School of Allied Health Profession's DMS program has stoked conversations about the expansion of other small clinical programs. At present, though, the College does not have the facilities to house any new program with lab requirements. For example, an AAS Medical Laboratory Technology program is ready for submission to the state, with anticipated expenses of \$55,000 for lab equipment, but there is no room in West Hall for expansion. New construction at 2409 Jerome Avenue would alleviate spatial considerations, but ground may not be broken in this planning period. The College must determine which programs benefit its students and where enrollment is best served. (Priority Code = 5)

Other New Programming

New programming at the College is first discussed several times a year at the Think Tank, which is comprised of academic and administrative personnel from all areas of the College. One of the most important topics of discussion is the facilities implications of any new initiative, as indicated on the following chart. As shown, newly approved programs in 2017 did not require additional facilities, but several in the coming years will necessitate extensive lab and equipment expense.

⁷ <https://www.steelcase.com/eu-en/research/articles/topics/active-learning/steelcase-learnlab-at-richland-college/>

Table 4. New Programs Targeted by the Think Tank 2017–2020

Year	Program	School	Status	Facilities Implications	Annual Enrollment
2017	MS Health Care Administration	Allied Health	NYSED Approved (Summer 2018)	None	50
	CASAC Certificate	Criminal Justice	NY-OASAS Approved (Fall 2018)	None	20
	Bilingual Extension Cert.	Education	NYSED Approved (Spring 2018)	None	12
	MAT Childhood/Early Childhood Urban Ed/Urban Special Ed	Education	NYSED Approved (Summer 2018)	None	15
2018	TESOL Certificate	Education	Submitted to NYSED Fall 2018, revisions needed; will resubmit as a TESOL graduate degree	None	15
2019	BS Finance	Business & Accounting	Proposal will be submitted Winter 2019	\$100,000 equip + \$6,300/year software for Finance Lab	25
	MS Data Science	Information Technology	Proposal will be submitted Spring 2019	None	50
2019	MFA Creative Writing	General Education	Proposal will be submitted Winter 2019 w/ Master Plan Amendment	None	30
	BS Professional Studies	General Education	Proposal will be submitted Winter 2019	None	50
	Minor in English	General Education	Proposal is ready – internal approval	None	25
	Minor in Mathematics	General Education	Proposal is ready – internal approval	None	25
2020	Executive MBA	Business & Accounting	Proposal will be submitted Winter 2019	None	12
	MPA (Master of Public Admin)	Business & Accounting	Proposal will be submitted Spring 2019	None	12
	MS Forensic Psychology	Criminal Justice	Proposal will be submitted Spring 2019	Lab enhancement \$15,000	50
	Paralegal Studies Certificate	Criminal Justice	Proposal will be submitted Spring 2019	None	50

Year	Program	School	Status	Facilities Implications	Annual Enrollment
2021	Emergency Medical Tech.– B Certificate	Allied Health Professions	Proposal will be submitted Fall 2020	\$50,000–\$75,000 equip and labs	30
	Food Studies Certificate	Hospitality and CINY	Proposal will be submitted Winter 2020	None	25
	Medical Coding and Billing Certificate	Allied Health Professions	Proposal will be submitted Spring 2020	None	100
	Certified Nursing Assistant Certificate	Allied Health Professions	Proposal will be submitted Spring 2020	None	75
	EKG Certificate 1	Allied Health Professions	Approved internally Launch Spring 2020	None	75
	Post Graduate Certificate programs	Allied Health Prof's, Business & Accting, Criminal Justice, and Info. Technology	Proposals will be submitted Spring 2020	None	100
2022	AAS Medical Laboratory Technician	Allied Health Professions	Proposal will be submitted Winter 2021	\$55,000 equipment	30
	AAS Physical Therapy Assistant	Allied Health Professions	Proposal will be submitted Winter 2021	\$40,000 equipment	30
	MS Athletic Training	Allied Health Professions	Proposal will be submitted Winter 2021	\$150,00–\$200,000 equip./labs	25
	BS Physical Education	Allied Health Professions	Proposal will be submitted in Winter 2021	None (money allotted to MS Athletic training)	25
	AAS/BBA Public Administration	Business & Accounting	Proposal will be submitted in Fall 2021	None	20
	BS Software Engineering	Information Technology	Proposal will be submitted in Fall 2021	None	20
2023	MS Health Informatics	Allied Health	Proposal in progress Launch 2022	None	25
	MS Nursing	Nursing	Proposal in progress Launch 2022	None	15
	BS Dental Hygienist	Allied Health Professions	Proposal is ready for submission Fall 2019	None	24

Year	Program	School	Status	Facilities Implications	Annual Enrollment
2023 <i>cont'd</i>	AS Occupational Therapist Asst.	Allied Health Professions	Proposal is ready for submission Fall 2019	\$45,000 equipment	26
	MS Educational Leadership	Education	Proposal target date Fall 2022	None	12

Facilities Development Driven by Enrollment

The following table provides total campus enrollment, by school, over the previous three-year planning period, extended out to include projections over the next three years. The College's Strategic Enrollment Management Plan provides well-considered enrollment projections over the next five years.

Table 5. Campus Enrollment by School, Fall 2016 to Fall 2018; Projected, Fall 2019 to Fall 2021

CAMPUS/SCHOOL	ACTUAL			PROJECTED		
	FL'16	FL'17	FL'18	FL'19	FL'20	FL'21
Bronx						
Allied Health/Nursing	863	845	730	751	758	773
Business & Accounting	620	607	637	658	662	674
Criminal Justice	915	778	912	930	948	966
Education	55	47	42	35	44	45
Info Technology	224	217	227	220	235	239
Hospitality Mgmt./CINY	232	173	125	124	129	132
King Graduate School	270	244	275	278	284	290
Non-Matriculated	86	79	89	93	90	93
Total Bronx	3,265	2,990	3,037	3,088	3,150	3,213
New Rochelle						
Allied Health/Nursing	259	261	207	200	207	213
Business & Accounting	855	874	848	831	852	878
Criminal Justice	558	548	570	550	567	584
Education	33	41	41	40	41	42
Info Technology	240	240	260	250	258	266
Hospitality Mgmt./CINY	391	381	387	373	386	397
King Graduate School	580	490	463	447	461	475
Non-Matriculated	20	23	22	22	23	23
Total New Rochelle	2,936	2,858	2,798	2,713	2,794	2,878

CAMPUS/SCHOOL	ACTUAL			PROJECTED		
	FL'16	FL'17	FL'18	FL'19	FL'20	FL'21
Monroe Online						
Allied Health/Nursing	146	151	164	218	237	258
Business & Accounting	167	144	174	231	251	274
Criminal Justice	138	111	170	225	246	267
Info Technology	47	40	54	71	78	84
Hospitality Mgmt/CINY	36	25	46	60	65	71
King Graduate School	78	69	80	104	113	124
Non-Matriculated	3	1	10	13	15	17
Total Monroe Online	615	541	698	992	1,005	1,095
St. Lucia						
Allied Health/Nursing	33	30	33	40	41	42
Business & Accounting	71	74	85	101	104	106
Criminal Justice	28	24	28	34	35	36
Info Technology	41	37	40	48	49	50
Hospitality Mgmt/CINY	27	31	27	33	34	35
King Graduate School	15	14	16	12	12	12
Non-Matriculated	16	2	27	19	20	22
Total St. Lucia	231	212	256	285	294	303
Grand Total	7,047	6,601	6,789	7,008	7,243	7,489

FMP-7

Evaluate the feasibility of creating new extension sites

[Link to SP Goal 2.9](#)
New Extension Sites

Since 1933, the College has expanded “from one location serving seven students to three campuses and a fully online learning environment that now serves 8,000 students each year. Each setting meets the unique needs of its student body while embracing the mission, culture, and core values that strengthen students, faculty, and staff as one community.” (*Monroe College 2018–2023 Strategic Plan*)

The Queens Extension Center was closed during the 2017–2018 year due to low utilization of the facilities and less than expected enrollment. The College’s Manhattan extension site was expanded within the DC37 headquarters in downtown Manhattan and now comprises a separate section of the building including four classrooms and a lounge area. Enrollment will be carefully monitored in 2018–2019 and 2019–2020 at this site, and if it is deemed worthwhile, the College will look to move to a larger facility and invest additional resources in Manhattan.

SECTION FOUR: CONCLUSION

The College enters the 2018–2023 planning period mindful of the achievements of the prior period, which included consolidating spaces for greater efficiencies, enhancing existing facilities that foster collaboration and engaged learning, and strengthening community focus by creating gathering spaces for students. These objectives are still relevant moving forward, but the involved locations and specific projects will change. Development opportunities in the upcoming period will focus on the Jerome Avenue (Bronx) and Main Street (New Rochelle) corridors as well as 145 Huguenot in New Rochelle. The majority of the facilities planning in St. Lucia will focus on the new extension center in the south. In addition, classroom settings will continue to be updated and, as always, facilities planning will be based upon projected enrollment trends moving forward.

APPENDIX A: FACILITIES BY CAMPUS

Bronx Campus

King Hall/Old King Hall 2501 Jerome Ave.	Executive Offices Admissions Student Services Human Resources Institutional Technology Academic Technology Academic Support Services	General Education Veterans Lounge Student Lounges Faculty Lounge Conference Rooms Classrooms Jerome Avenue Grille
Jerome Hall 2468 Jerome Ave.	School of Criminal Justice School of Education Library	Classrooms Student Lounge
West Hall 2467 Jerome Ave.	School of Allied Health Prof. School of Nursing Career Services Registrar	Labs Classrooms Student Lounge
Ustin Hall 2375 Jerome Ave.	School of Business & Acct. King Graduate School Graduate Research Center	Classrooms Student Lounge
Annex 2430 Jerome Ave.	Express Practice Rooms Coaches' Offices	
Monroe Hall 29 E. Fordham Road	School of Information Tech. Chairman's Office Marketing	IPEB Classrooms Student Lounges
Office of Public Safety 6 West 190 th Street	Public Safety	

New Rochelle Campus

Allison Hall 368 Main St.	Student Housing Information Technology	Safety & Security Student Lounge
Milavec Hall 370 Main St.	Executive Office Admissions	Classrooms
Gaddy Hall 380 Main St.	Student Housing Gaddy Café Gaddy Atrium	School of Business & Acct. Faculty Offices Classrooms
Franklin Hall 420 Main St.	Library	

New Rochelle Campus

Main Hall 434 Main St.	Executive Offices Student Services General Education Faculty Offices	Classrooms Faculty Lounge Conference Room
Syndicate Hall 456 Main St.	Coaches' Offices	
MAC New Roc City 19 LeCount Place	Basketball/Volleyball Court Track Locker Rooms	Training Rooms Event Space Catering Kitchen
Bookstore New Roc City LeCount Place	Books Supplies & Electronics Gifts & Accessories	Apparel Café Platform Stage
140 Huguenot St.	General Education Classrooms	Faculty Offices
145 Huguenot St.	King Graduate School International Admissions Monroe Online	Finance Office Classrooms Weight Room

St. Lucia Campus

Vide Boutielle Highway Castries	Classrooms Offices
International Hospitality Training Institute Vieux Fort	Classrooms Offices

APPENDIX B: RESIDENCE LIFE DATA

Fall Semester	# of Resident Students	Rate of Growth
<i>Actual</i>		
2011	809	8.3%
2012	989	22%
2013	968	-2%
2014	999	3%
2015	1,028	3%
2016	1,027	-
2017	1,024	-
2018	1,014	-1%
<i>Projected</i>		
2019	1,015	-
2020	1,015	-
2021	1,015	-
2022	1,015	-
2023	1,015	-

APPENDIX C: FACILITIES UPGRADES/MAINTENANCE IN 2015–2018

Bronx

- Repaired roof, King Hall
- Reconfigured new offices in Monroe Hall:
 - Institutional Planning, Effectiveness & Budget (IPEB)
 - Chairman of the Board of Trustees
 - Marketing and Advertising
- Constructed the First Year Experience (FYE) center in King Hall, repurposing Student Services and the Jerome Avenue Grille (JAG)
- Refurbished King Hall Lobby and First Floor corridors to be more welcoming and attractive to visitors, students, faculty and staff
- Repurposed the Mintz Auditorium to accommodate dining, events activities, and ceremonies
- Repurposed the Annex into a Bronx Athletics training facility with coach's offices
- Vacated South Hall and gave up the Second Floor of West Hall (an unsustainable lease)
- Incorporated a Dunkin Donuts into the Jerome Avenue Grille (JAG)

New Rochelle

- Repaired roof, Main Hall
- Leased and reconfigured additional space for the relocated College Finance Office in 145 Huguenot
- Leased additional classroom space at 145 Huguenot Street for King Graduate School
- Partnered in a build-out of Barnes & Noble retail store at New Roc City, including a Starbucks, for the relocated Monroe College Bookstore
- Converted culinary center in Main Hall from electric to gas service to better replicate equipment that students will use in real world settings
- Centralized athletic coach's offices in Syndicate Hall
- Leased space in the basement of 145 Huguenot for a new weight room
- Installed LED lights in the MAC

APPENDIX D: FACILITIES RETROSPECTIVE 1981–2018

Year	Bronx	New Rochelle	St. Lucia	Queens/ Manhattan
1981	SOUTH HALL The College opens second building on Bronx Campus			
1983		MAIN HALL New Rochelle Campus opens; first building purchased on Main Street		
1989	2409 JEROME AVENUE College purchases parking lot at 2409 Jerome Avenue that becomes a key development site decades later			
1991	JEROME HALL College purchases first building in the Bronx, adding to leased facilities at the Fordham Road/Jerome Avenue intersection			
1992	THOMAS P. SCHNITZLER LIBRARY Renovation of campus library			
1993	OLD KING HALL (2501 Jerome Ave) The College purchases its second facility in the Bronx			
1995		College Opens First Residence Hall in New Rochelle		
1996	KING HALL (2505 Jerome Ave) Third building purchase in the Bronx. Establishes academic and administrative center for the campus			
1999		CONSTABLE HALL College leases space in Constable Atrium for Student Health Services		
2000		HUGUENOT HALL and FRANKLIN HALL acquired		
2001	WEST HALL College leases additional academic space	LIBRETT'S SITE College begins planning for site development that eventually culminates in construction of three major buildings during the course of the following decade		
2002		MILAVEC HALL College converts Librett's site into academic and Administrative center for New Rochelle Campus		
2003	WEST HALL College expands space, constructs labs, establishing a home for School of Allied Health	CULINARY ARTS CENTER College creates award-winning home for School of Hospitality Management and Culinary Arts		

Year	Bronx	New Rochelle	St. Lucia	Queens/ Manhattan
2004		<p>ALLISON HALL College constructs its first ground-up building (a dormitory), cementing its commitment to New Rochelle Campus as a residential home for students</p>		
2007	<p>USTIN HALL College completes construction of a new facility in the Bronx, establishing a home for the School of Business and Accounting and the King Graduate School</p>		<p>BARNARD HALL College founds St. Lucia Campus with the opening of Barnard Hall</p>	
2008	<p>ANNEX College leases additional space for Online Studies support</p>		<p>McVANE HALL St. Lucia Campus expands to a second building to accommodate the new Hospitality Institute</p>	
2010		<p>145 HUGUENOT College constructs 8,400 SF of classroom and administrative space on first floor of 145 Huguenot and establishes New Rochelle home for graduate students and Athletic Offices</p> <p>ACADEMIC CENTER-MAIN HALL College integrates learning centers and collaborative teaching environments</p>	<p>CONWAY HALL St. Lucia Campus expands</p>	
2011	<p>MINTZ AUDITORIUM College converts King Hall gymnasium to multipurpose public assembly space</p>	<p>MONROE ATHLETIC CENTER College converts former ice-skating rink into gymnasium for college-wide use, creating a home for athletes in New Rochelle</p>		
2012		<p>DINING LAB College creates a student-run restaurant open to the public, and establishes a culinary court off Main Street in New Rochelle</p>	<p>McVANE HALL Building vacated as the Hospitality Institute closes</p>	
2013		<p>140 HUGUENOT College leases additional classroom space</p>		<p>QUEENS EXTENSION SITE Extension site established in Flushing</p>
2014	<p>KING HALL PROGRAM UPGRADES College begins comprehensive accessibility upgrade program on Bronx campus</p>	<p>GADDY HALL College constructs new 74,000 SF mixed use building on Main Street, completing the development of Librett's site, and consolidating housing locations on Main Street</p>		

Year	Bronx	New Rochelle	St. Lucia	Queens/ Manhattan
2015		FRANKLIN/MAIN DEVELOPMENT SITE College plans for site development over next decade by purchasing 1.86 acres of land	ST LUCIA CAMPUS MOVES: Consolidated, then closed Barnard and Conway Halls; moved to new facility in Vide Boutielle, Castries	
2016		MONROE COLLEGE/BARNES & NOBLE BOOKSTORE Build-out of retail space in New Roc City, adjacent to the New Rochelle campus		QUEENS EXTENSION CENTER Extension site approved for extension center status by NYS Education Dept.
2017	WEST HALL Vacated 2nd floor			QUEENS EXTENSION CENTER Closed
2018		LOCUST HALL College enters into a 15-year lease agreement with developer of new facility to house 300 students	INTERNATIONAL HOSPITALITY TRAINING INSTITUTE Established extension site in Vieux Fort to fulfill St. Lucia government contract for continuing education programs in hospitality	MANHATTAN EXTENSION SITE Expanded College's footprint at DC37 headquarters in the financial district, Barclay Street

APPENDIX E: PLANNED CAPITAL IMPROVEMENTS, 2018–2023

	PC*	2018–19	2019–20	2020–21	2021–22	2022–23
Bronx						
Facilities- Projects						
Reserve for furniture	4	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
King Hall-Phase I	10	150,000	-	-	-	-
King Hall-Phase II	8	-	-	-	3,000,000	-
Annex Showers	7	-	100,000	-	-	-
Cargo Vans-Athletics	9	120,000	-	-	-	-
Jerome Hall-Elevator	8	-	350,000	-	-	-
Mintz Auditorium Renovation	7	100,000	-	-	-	-
2409 Jerome Ave Development	10	-	-	-	-	40,000,000
Total		\$415,000	\$495,000	\$45,000	\$3,045,000	\$40,045,000
Facilities-Deferred Maintenance						
King Hall- Roof (Dome)	6	-	-	-	-	\$100,000
King Hall-20 of 30 ac units to be replaced (3 per year)	8	200,000	200,000	200,000	200,000	200,000
King Hall- Boiler Replacement	6	-	-	-	-	200,000
Jerome Hall-Replace 1 of 3 ac units	6	-	-	60,000	-	-
Total		\$200,000	\$200,000	\$260,000	\$200,000	\$400,000
Technology Based						
SIT Upgrade	8	\$105,000	-	-	-	-
Classroom Upgrades	8	9,000	9,000	9,000	9,000	9,000
Thin Clients	6	15,000	15,000	15,000	15,000	15,000
Administrative Technology Updates	6	95,000	95,000	95,000	95,000	95,000
Chasis Switch Upgrades	10	65,000	65,000	-	-	-
Battery Replacement	6	40,000	20,000	20,000	20,000	20,000
General Infrastructure	8	184,000	1,200,000	100,000	100,000	100,000
CPU/Memory Upgrades	6	24,000	24,000	12,000	-	-
Power Supply (UPS)	4	13,000	13,000	13,000	13,000	13,000
Server VMware Host Upgrades	4	105,000	-	-	-	-
Campus Wireless	10	50,000	-	-	-	-
EqualLogic	7	20,000	-	-	-	-
Total		\$537,000	\$1,428,000	\$251,000	\$239,000	\$239,000
Bronx Campus Total		\$1,152,000	\$2,123,000	\$556,000	\$3,484,000	\$40,684,000

* Priority Code

APPENDIX F: FACILITIES REPLACEMENT CYCLE

The College sustains a commitment to provide its educational programs in an atmosphere conducive to learning, inquiry, and personal interaction. Fundamental to maintaining such an environment is ensuring that the facilities, equipment, classrooms, libraries, and laboratories are not only state-of-the-art, but are in first-class condition. Monroe extends the borders of the campuses to include local areas adjacent to its buildings by providing daily cleaning of the streets, curbs, and sidewalks, and promoting public safety by the installation and maintenance of security lighting on both College and non-College buildings in the immediate area of the campuses. The College is proud that there is almost no vandalism or graffiti on campus facilities and equipment. It is a reflection of Monroe providing a locale that commands the respect of those who visit and study at the College.

Monroe has an ongoing process for assessing the condition of its buildings and their contents. The table below indicates the assumptions used to determine when furniture, fixtures, and equipment may need to be replaced. These assumptions are used to project annual replacement expenditures. To achieve this information, the College conducts annual evaluations of these elements as well as the physical structures. The results inform the planning process by determining whether scheduled replacements are actually required and by identifying items not planned for change that are in need of attention.

In addition, under the direction of the campus facilities directors and in consultation with the responsible administrators, comprehensive annual surveys of all campus facilities (interior and exterior) are performed at each campus (Bronx, New Rochelle, and St. Lucia). These detailed surveys are broken down by category: architectural, mechanical, electrical, plumbing, and fire protection. Administrators participate in reviews of the survey to establish priorities within each category. This serves as a framework for addressing conditions regarding all College and related properties. Survey results and recommendations are reviewed by the Senior Vice President for Administration and forwarded to the new Office of Institutional Planning, Effectiveness, and Budget and ultimately to the Finance Office for review and processing.

The replacement cycle for furniture, fixtures, and equipment (FF&E) is linked to the financial plan and is generally as follows:

Replacement Cycle Assumptions for Furniture, Fixtures, and Equipment (FF&E)

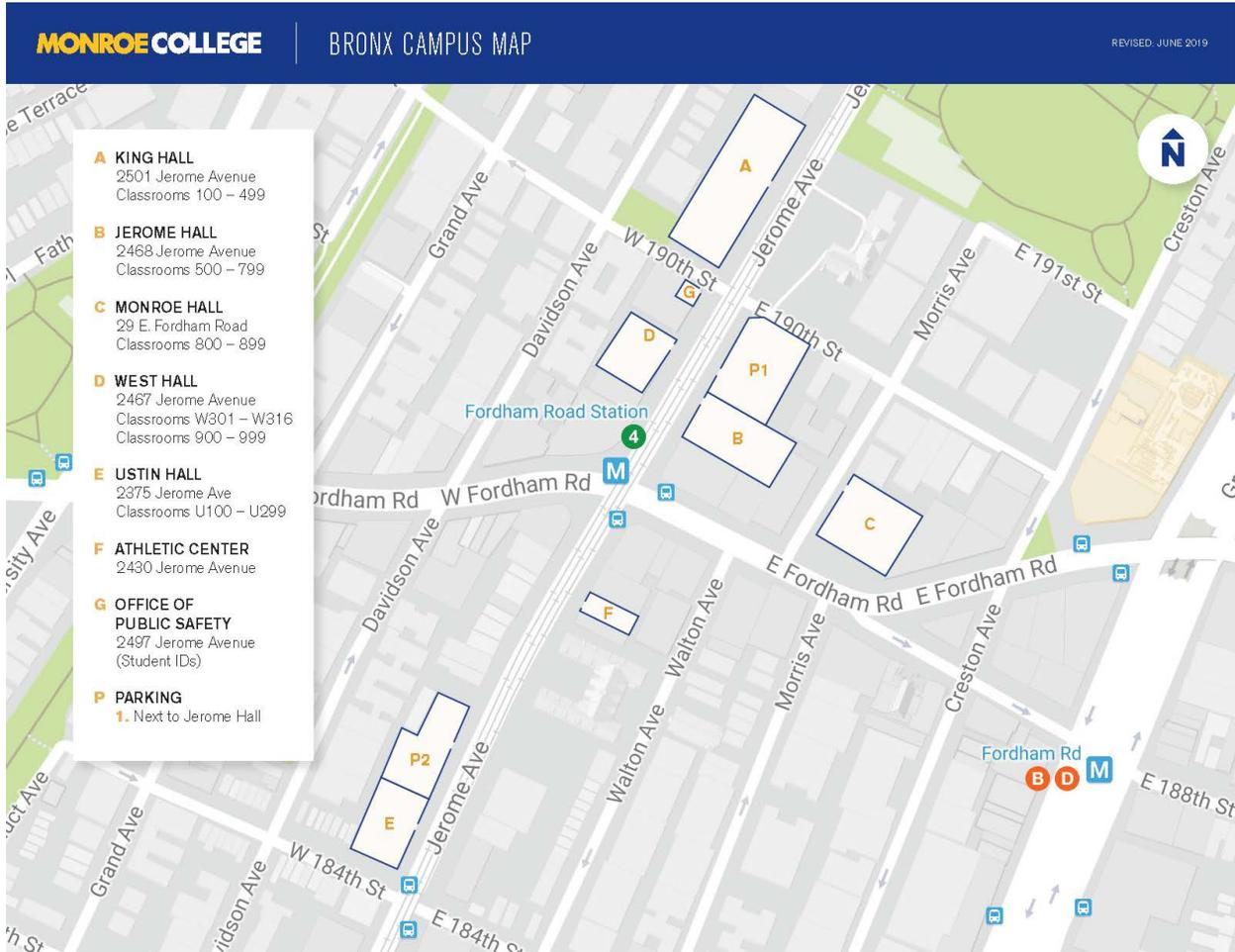
Category	Anticipated Lifespan (Years)
Furniture	
Classroom	8
Library/Learning Center	8
Office	10
Dormitory	10
Flooring (Carpet/Tile)	8
Vehicles	8

While scheduled replacement of various elements of the infrastructure is fundamental to maintaining the appearance and functioning of the College's facilities, it is equally important to remedy minor problems before they become significant and/or adversely impact the institution's environment. Accordingly, on a daily basis, inspections of campus facilities are performed by Facilities Management and Public Safety staff. They report any conditions that require immediate repair, maintenance, and/or replacement. These matters are then handled in an expeditious manner to avoid interrupting the activities that take place in the affected area. Of course, any situations that require immediate correction are brought to the attention of the facilities management staff by administrators, staff, faculty, and public safety personnel.

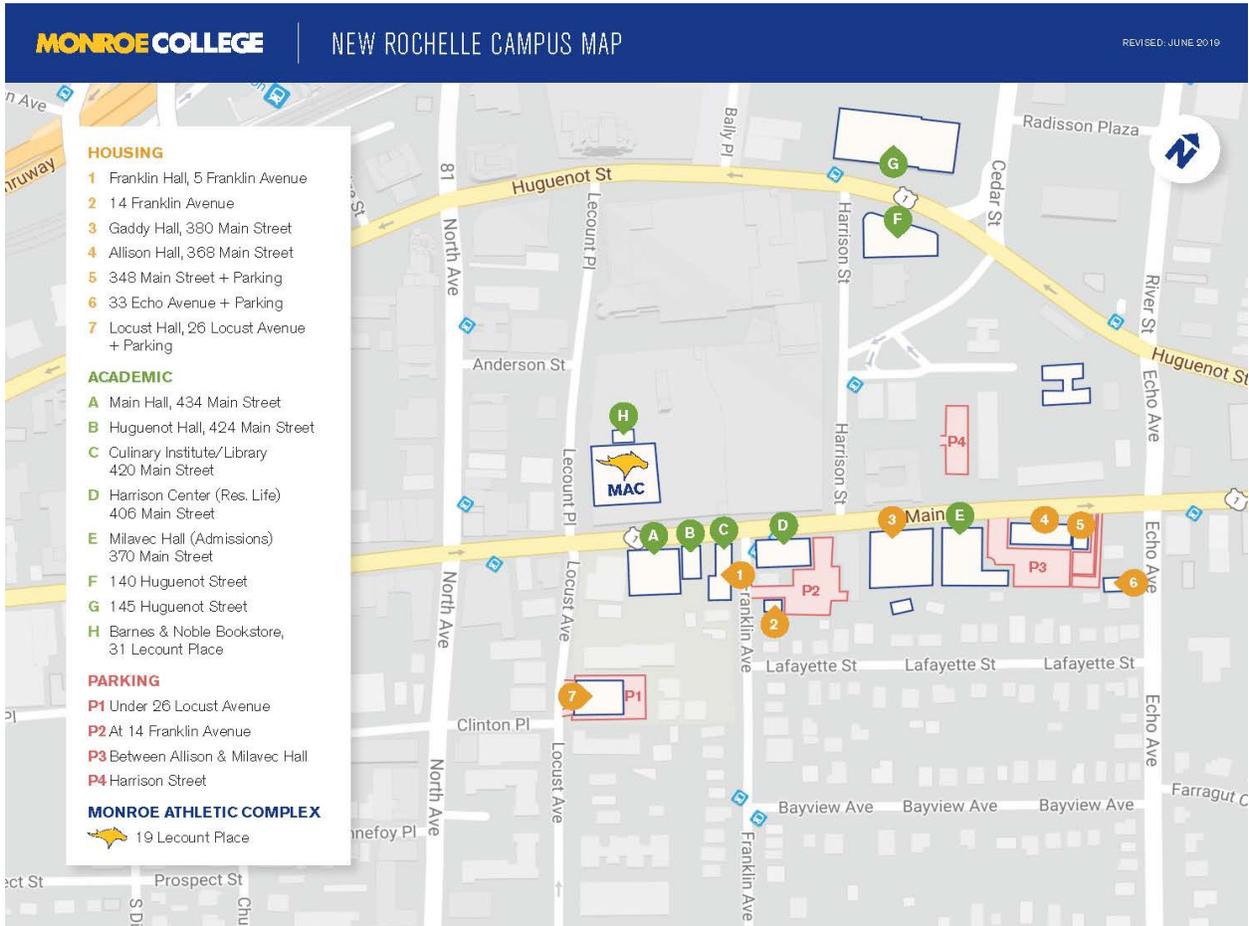
APPENDIX G: PARKING INVENTORY

Facility Number	Facility Name	Address	Parking Spaces (Daytime)	Parking Spaces (Nighttime)
New Rochelle				
1	Fountain Place	21 Fountain Pl.	5	5
2	Echo Hall	33 Echo Ave	15	15
3	Huguenot Hall	424 Main St.	--	--
4	Alison Hall	368 Main St.	26	26
5	Main Hall	434 Main St.	--	--
6	Franklin Hall	5 Franklin Ave.	8	8
7	Annex	466 Main St.	20	86
8	Milavec Hall	370 Main Hall	6	6
9	Locust Lot	19 Locust Ave.	60	73
10	348 Main	348 Main St.	8	8
11	Franklin Ave	2 Franklin Ave.	40	40
12	New Roc City	LeCount Place	91	91
13	New Roc City – 145 Huguenot	Huguenot St.	10	10
14	145 Huguenot	145 Huguenot St.	20	100
15	140 Huguenot	140 Huguenot St.	5	40
16	Harrison Lot	Harrison St.	40	40
Total			354	548
Bronx				
1	2409 Jerome Avenue	2409 Jerome Avenue	50	120
2	Municipal Parking Garage	190th St. & Jerome Ave:		
		Reserved	125	125
		Unreserved	100	150
3	St. James Church Parking Lot	2502 Jerome Avenue	6	10
Total			281	405
St. Lucia				
1	Vide Boutielle Lot	Vide Boutielle Highway	20	20

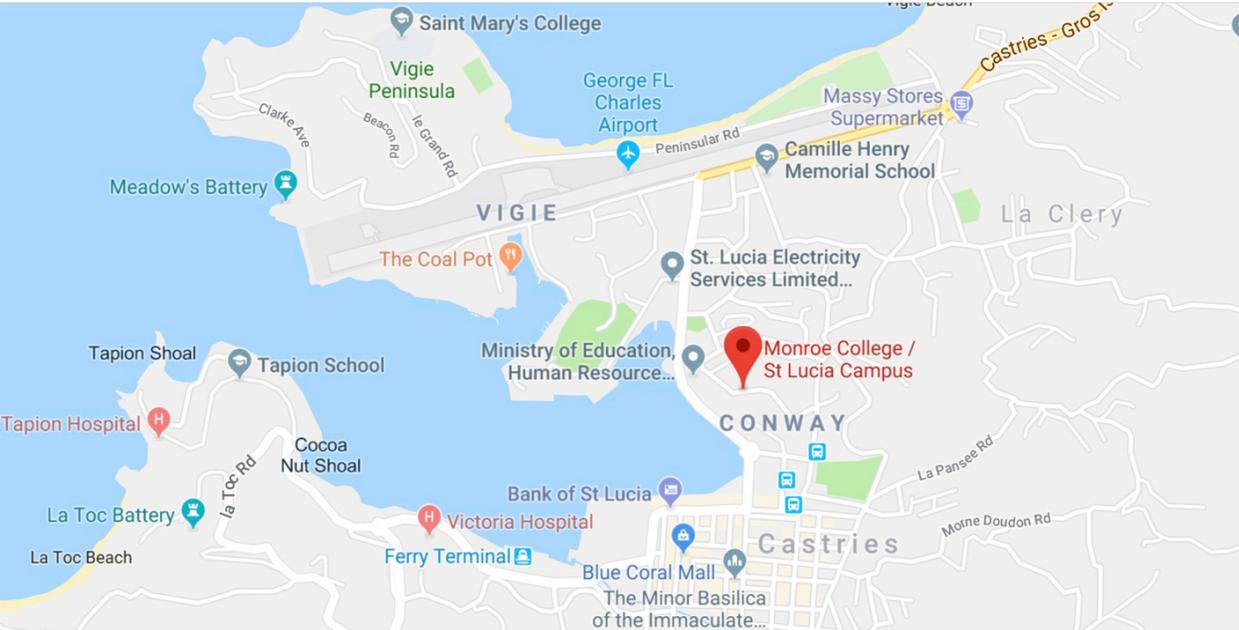
APPENDIX H: BRONX CAMPUS MAP



APPENDIX I: NEW ROCHELLE CAMPUS MAP



APPENDIX J: ST. LUCIA CAMPUS MAPS



APPENDIX K: STRATEGIC GOAL INTEGRATION MAPS

2018–2023 Strategic Goal Integration Map

GOAL 1:

To ensure graduates possess the competencies for successful careers, advanced education, and lifelong learning



- AP – Academic Plan
- FP – Financial Plan
- FMP – Facilities Master Plan
- IE – Institutional Effectiveness Plan
- SEM – Strategic Enrollment Management Plan
- TP – Technology Plan

INSTITUTIONAL GOALS		Priority Code	AP	FP	FMP	IE	SEM	TP
1.0	Ensure graduates possess the competencies for successful careers, advanced education, and lifelong learning	–	–	FP-8	–	IE-1a IE-1b IE-1c	–	TP-1
1.1	Enhance the effectiveness of the curricula through assessment of technical, major-related, quantitative, analytical, and written/oral communication skills for advanced education and employment	9	AP-1	–	–	IE-1b IE-4a	–	–
1.2	Expand and diversify the College’s undergraduate programs, student body, faculty, and experiential learning capabilities	8	AP-2	–	FMP-5	–	SEM-5	–
1.3	Expand and diversify the King Graduate School’s programs, student body, faculty, and research capabilities	8	AP-3	–	FMP-5	–	SEM-5	–
1.4a	Assess and strengthen the student experience delivered through Monroe Online	10	AP-4	–	–	IE-1c	SEM-1	TP-2
1.4b	Assess and strengthen the student experience for adult learners							
1.4c	Assess and strengthen the student experience for English language learners							
1.5	Measure and improve the effectiveness of academic support services (e.g., labs, learning support centers, libraries, academic support classes, adaptive software, and research centers) in preparing students for academic success	7	AP-5	–	–	IE-1c	–	TP-1
1.6	Expand curricular and co-curricular and community service projects as part of curricula to contextualize learning	5	AP-6	–	–	–	–	–
1.7	Expand and diversify internship opportunities aligned with students’ career goals, and ensure a high-quality experience for students and employers	7	AP-7	–	–	IE-1b IE-4a	–	–
1.8	Integrate career exploration and preparation into curricular and co-curricular experiences	6	AP-8	–	–	–	–	–
1.9	Improve employment and advanced education outcomes for graduates	9	AP-9	–	–	IE-1b IE-4a	SEM-1	–
1.10	Engage and support alumni by expanding programs that promote lifelong learning and professional development	5	AP-10	–	–	–	–	–

2018–2023 Strategic Goal Integration Map

GOAL 2:

To shape institutional enrollment by attracting, enrolling, and retaining students with the potential to succeed academically, graduate, and advance professionally

- AP – Academic Plan
- FP – Financial Plan
- FMP – Facilities Master Plan
- IE – Institutional Effectiveness Plan
- SEM – Strategic Enrollment Management Plan
- TP – Technology Plan



INSTITUTIONAL GOALS		Priority Code	AP	FP	FMP	IE	SEM	TP
2.0	To shape institutional enrollment by attracting, enrolling, and retaining students with the potential to succeed academically, graduate, and advance professionally	–	–	–	–	IE-2a IE-2b	–	TP-2
2.1	Continuously improve student engagement, retention, and graduation outcomes	10	–	–	–	IE-2a	SEM-1	–
2.2	Manage enrollment strategically, appropriate to locations, schools, programs, and the employment landscape	9	–	FP-8	FMP-6	IE-2b	SEM-2	–
2.3	Explore, launch, and nurture strategic enrollment partnerships	8	–	–	–	–	SEM-3	–
2.4	Implement innovative practices that facilitate adult learner enrollment	8	AP-4	–	–	–	SEM-4	–
2.5	Expand program offerings and outcomes for specific communities, e.g., English language learners, veterans, transfer students, international students, first generation students, and students with disabilities	7	AP-4	–	–	–	SEM-5	–
2.6	Apply institutional analysis and predictive modeling to support strategic enrollment management college-wide	6	–	–	–	–	SEM-6	TP-3
2.7	Advance enrollment for Spring, intersession, and non-traditional starts throughout the year by leveraging the three-semester academic calendar and multiple delivery formats.	9	–	–	–	–	SEM-7	–
2.8	Pursue additional degree programs	8	AP-2 AP-3	–	FMP-6	–	SEM-8	–
2.9	Evaluate the feasibility of additional extension sites	5	–	FP-5	FMP-7	–	SEM-9	–
2.10	Expand and diversify club athletics programs on both the New Rochelle and Bronx campuses.	5	–	–	–	–	SEM-10	–

2018–2023 Strategic Goal Integration Map

GOAL 3:

To formally cultivate and institutionalize a responsive culture and structure to more effectively serve students, faculty, and staff

- AP – Academic Plan
- FP – Financial Plan
- FMP – Facilities Master Plan
- IE – Institutional Effectiveness Plan
- SEM – Strategic Enrollment Management Plan
- TP – Technology Plan



INSTITUTIONAL GOALS		Priority Code	AP	FP	FMP	IE	SEM	TP
3.0	Formally cultivate and institutionalize a responsive culture and structure to more effectively serve students, faculty, and staff	–	–	–	–	IE-3a IE-3b IE-3c	SEM-1	TP-4
3.1	Codify the College's values to clearly communicate performance expectations and standards	8	AP-11	FP-2	–	IE-3a	–	TP-4
3.2	Implement hiring, onboarding, and professional development programs for all employees that emphasize the College's mission and core values	10	AP-12	FP-2	–	IE-3b	–	–
3.3a	Strengthen relationships with faculty, staff, and students	9	AP-13	–	–	IE-3c	–	–
3.3b	Strengthen relationships with external community groups and organizations	8	–	–	–	–	–	–
3.4	Improve the College's organizational structure to reflect functional areas, campus locations, and opportunities for greater efficiencies	8	Carried out by the President's Cabinet					
3.5	Improve the College's governance structure to ensure appropriate representation of all constituencies and logical decision-making	5	Carried out by the President's Cabinet					
3.6	Develop periodic assessment of governance, leadership, and administration	6	Carried out by the President's Cabinet					

2018–2023 Strategic Goal Integration Map

GOAL 4:

To validate program quality and learning outcomes through rigorous self-assessment and enhanced external institutional and programmatic recognition

- AP – Academic Plan
- FP – Financial Plan
- FMP – Facilities Master Plan
- IE – Institutional Effectiveness Plan
- SEM – Strategic Enrollment Management Plan
- TP – Technology Plan



INSTITUTIONAL GOALS		Priority Code	AP	FP	FMP	IE	SEM	TP
4.0	Validate program quality and learning outcomes through rigorous self-assessment and enhanced external institutional and programmatic recognition	–	–	–	–	IE-4a IE-4b	–	TP-5
4.1	Enhance and promote the identity of the College as a leader in higher education access, affordability, and degree attainment	10	AP-14	–	–	–	–	–
4.2	Engage students in opportunities for research, study abroad, competitions, and conference presentations that will enhance their academic experiences	7	AP-15	–	–	–	–	–
4.3	Pursue additional program accreditations for validation and engagement in continuous improvement	8	AP-16	–	–	–	–	–
4.4	Expand and strengthen the honors program at the undergraduate level	8	AP-17	–	–	–	–	–
4.5	Enhance and expand internal and external faculty development opportunities	7	AP-18	–	–	–	–	–
4.6	Encourage, support, and articulate faculty contributions to the discipline	6	AP-19	–	–	–	–	–
4.7	Communicate the achievements and distinctions of the College and its students, faculty, and staff to internal and external audiences	6	AP-19	–	–	–	–	–

2018–2023 Strategic Goal Integration Map

GOAL 5:

To allocate resources effectively and efficiently in support of the Strategic Plan and institutional priorities



- AP – Academic Plan
- FP – Financial Plan
- FMP – Facilities Master Plan
- IE – Institutional Effectiveness Plan
- SEM – Strategic Enrollment Management Plan
- TP – Technology Plan

INSTITUTIONAL GOALS		Priority Code	AP	FP	FMP	IE	SEM	TP
5.0	Allocate resources effectively and efficiently in support of the Strategic Plan and institutional priorities	–	–	FP-4 FP-5 FP-7 FP-8 FP-9	–	IE-5a IE-5b	–	TP-6
5.1	Evaluate and enhance the College's current process of allocating resources (operational and capital) based on institutional priorities	7	–	FP-1	–	IE-5a	–	–
5.2	Continuously assess and improve campus facilities and technology to enhance teaching and learning	8	–	FP-8	FMP-1 FMP-2 FMP-3 FMP-5	–	–	TP-7
5.3	Improve learning environments by evaluating and upgrading classroom settings, as appropriate, to promote innovation and collaboration	8	–	FP-8	FMP-1 FMP-2 FMP-3 FMP-5	–	–	TP-7
5.4	Implement a formal human resources plan that defines staffing levels, strategies for hiring, training, and developing talented faculty and staff	8	–	FP-2	–	–	–	–
5.5	Assess and improve the effectiveness of institutional aid on new enrollment and retention while improving related budgetary controls	10	–	FP-3	–	–	–	–
5.6	Align all sub-plans to prioritize budget resource allocation	10	–	FP-1	–	–	–	–
5.7	Incorporate sustainable practices and programs to make College communities greener and safer	6	–	–	FMP-4	–	–	–