

Suffolk County Community College **2016 – 2017 Operational Plan**



Office of Planning and Institutional Effectiveness
January 2017 Update

Suffolk County Community College 2016 -- 2017 Operational Plan

As outlined in the *Comprehensive Assessment Plan for Institutional Effectiveness (CAPIE)*, each year the President of the College charges his Cabinet to submit divisional/campus operational plans. These plans, when taken together, form the College's Annual Operational Plan. In creating the plan, the responsible executives tie action items or initiatives to the College's Institutional Goals, which are central to our Strategic Plan, to Middle States Standards, to the President's Annual Goals, and new this year, to Achieving the Dream Institutional Capacities, and to our SUNY Excels Performance Improvement Plan. Tying the plans to our Institutional Goals allows strategic focus on achieving the College's Mission:

Suffolk County Community College promotes intellectual discovery, physical development, social and ethical awareness, and economic opportunities for all through an education that transforms lives, builds communities, and improves society.

The Plan, once reviewed and approved by the President, is reviewed by the Strategic Planning Council. This review serves as an accountability measure in the process, and the Council may make suggestions regarding the planning process (timelines, templates, communication, etc.).

Three times each year, a progress report is compiled – after the fall semester, after the spring semester, and the final report in August. This document is the update following the fall semester.

Institutional Goals: 1. Student Success; 2. Community Development/Societal Improvement; 3. Access and Affordability; 4. Institutional Effectiveness; 5. Communication; and 6. Diversity.

Middle States Standards: 1. Mission and Goals; 2. Ethics and Integrity; 3. Design and Delivery of the Student Learning Experience; 4. Support of the Student Experience; 5. Educational Effectiveness Assessment; 6. Planning, resources, and Institutional improvement; and 7. Governance, Leadership, and Administration.

Achieving the Dream Capacities: Student-Centered Focus; 1. Leadership and Vision; 2. Data and Technology; 3. Equity; 4. Teaching and Learning; 5. Engagement and Communication; 6. Strategy and Planning; and 7. Policies and Practices.

2016-2017 President's Goals:

Goal 1: With the appointment of the new Senior Associate Vice President of Workforce Development, Community Partnerships, and STEM CTE, the College will review, assess and make recommendations for the seamless alignment of all programs within that area. (Workforce, Community, STEM CTE)

Goal 2: Through the implementation of action items linked to our comprehensive Enrollment Management and Student Engagement plans, we will work to stabilize College enrollment and grow student retention. (Enrollment/Engagement)

Goal 3: In 2016-2017 I will work even more closely with the Foundation to build on the successes we achieved last year and the new culture of support for the College we have established to raise even more funds for student scholarships and innovative programs. (Foundation)

Goal 4: I will continue to personally direct and support the efforts of the Middle States Self-Study committees as they gather evidence of our compliance with the Middle States Commission on Higher Education new Standards to generate an exceptional Self-Study report for submission to the Commission. (Self-Study)

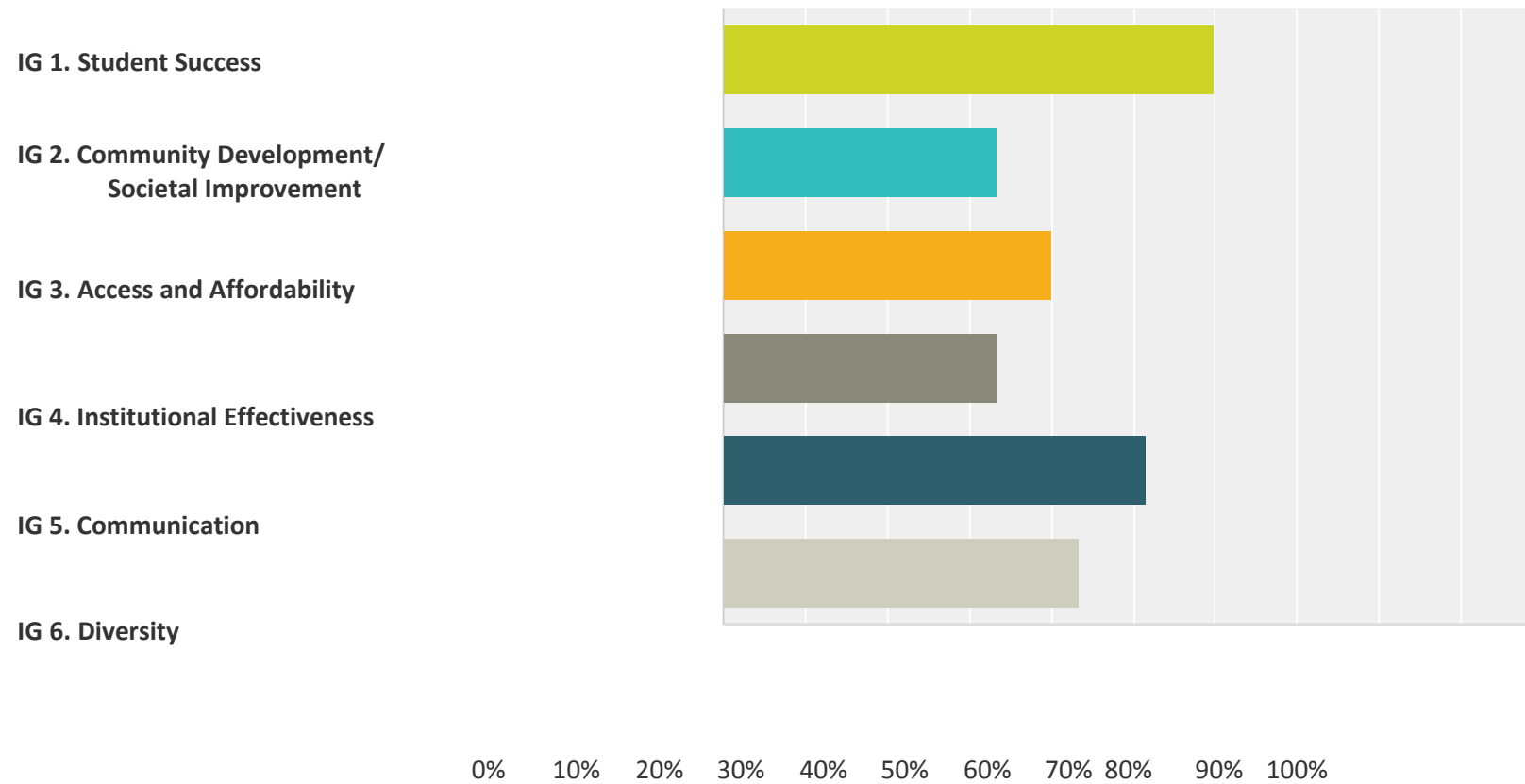
Goal 5: Middle States and SUNY officials have told us we need to be more outspoken about our successes, and so the College will utilize its work on new metrics to gauge effectiveness and engage new opportunities to "tell our story" and communicate the successes of community colleges and Suffolk, in particular. (Communicate Success)

Goal 6: Use Achieving the Dream and its focus on "equity" to strengthen our efforts regarding the College's Diversity goal. (Diversity)

SUNY EXCELS Performance Improvement Plan Priority Areas: Access, Completion, Success, Inquiry (research), and Engagement (Community Relations).

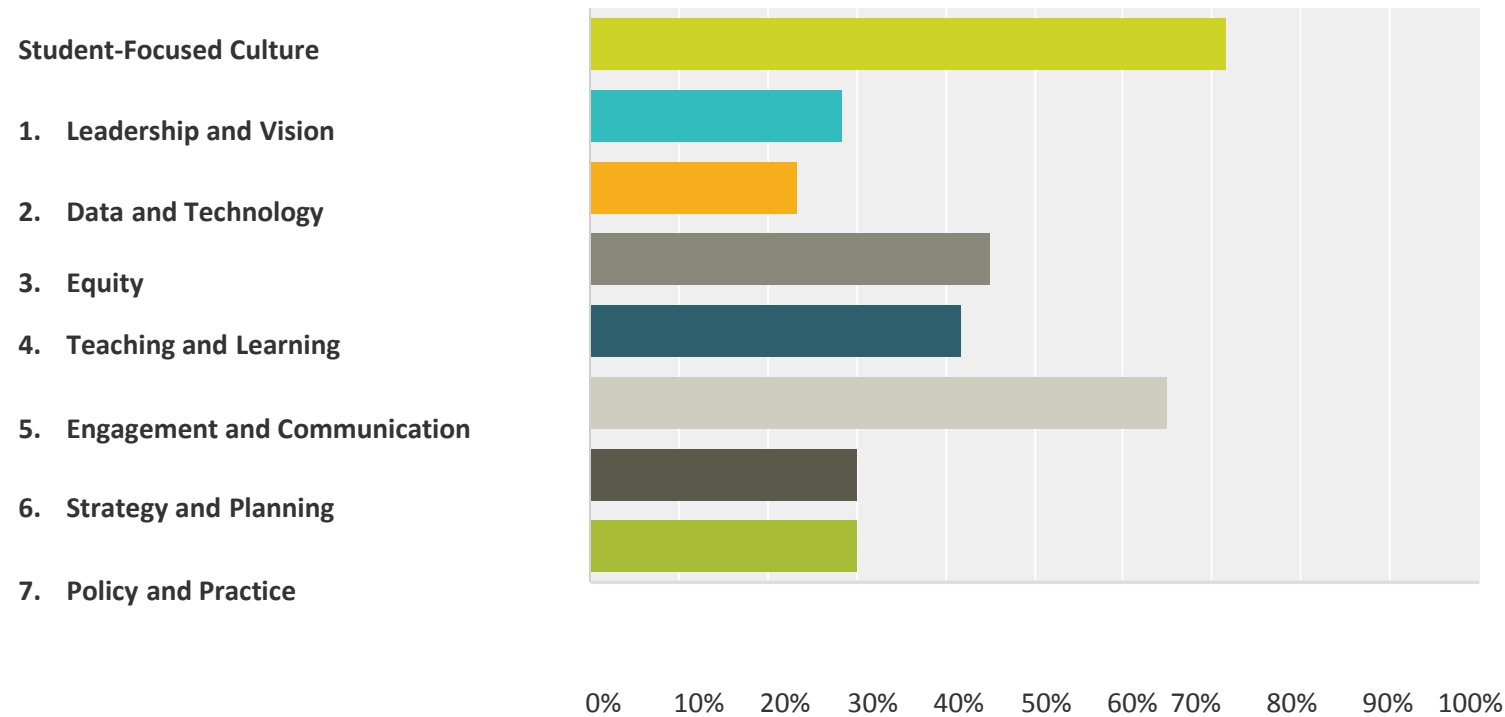
The charts below indicate the percent of actions/initiatives addressing each focus area in the Goals, Standards, Capacities, and/or President's Goals.

Institutional Goals (IGs)



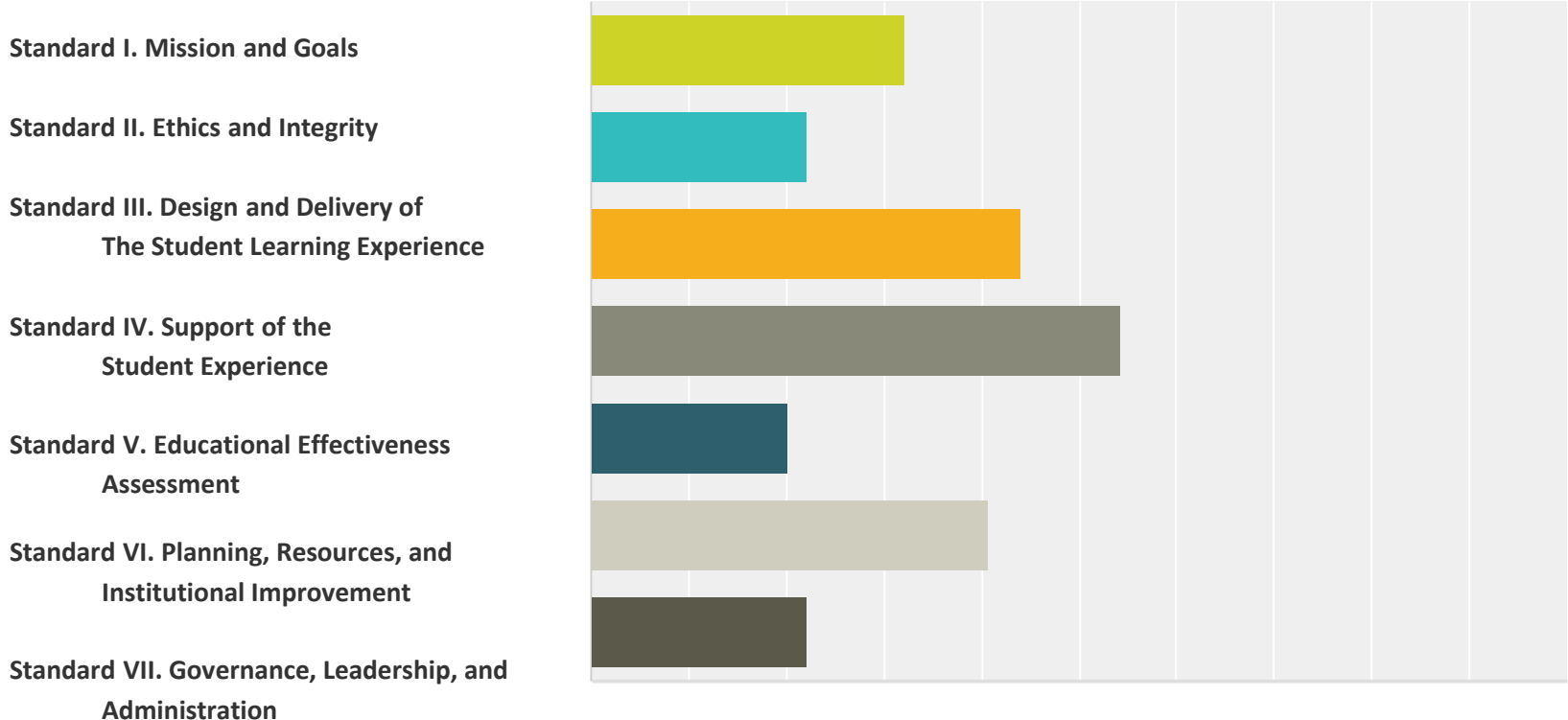
Percent of Action Items/Initiatives addressing each Institutional Goal		
IG 1. Student Success	60.00%	36
IG 2. Community Development/Societal Improvement	33.33%	20
IG 3. Access and Affordability	40.00%	24
IG 4. Institutional Effectiveness	33.33%	20
IG 5. Communication	51.67%	31
IG 6. Diversity	43.33%	26

Achieving the Dream Institutional Capacities



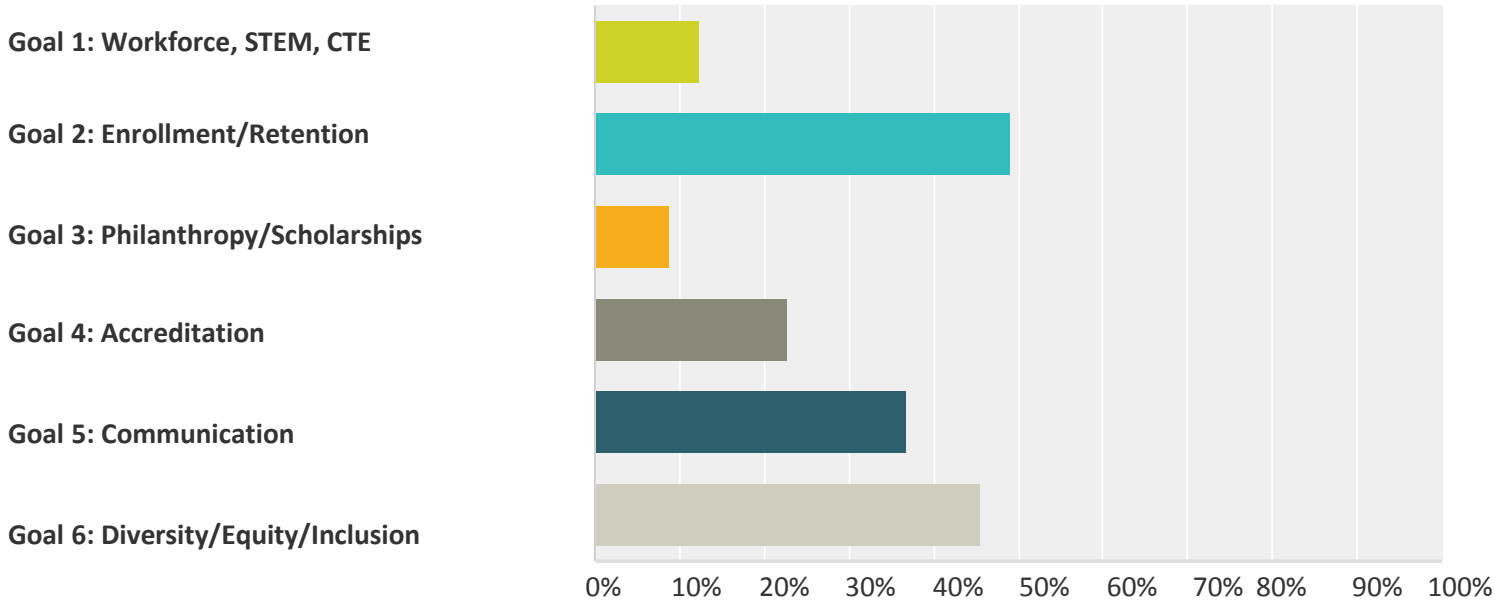
Percentage of Actions/Initiatives addressing AtD Capacities		
Student-Focused Culture	71.67%	43
1. Leadership and Vision	28.33%	17
2. Data and Technology	23.33%	14
3. Equity	45.00%	27
4. Teaching and Learning	41.67%	25
5. Engagement and Communication	65.00%	39
6. Strategy and Planning	30.00%	18
7. Policy and Practice	30.00%	18

Middle States Standards



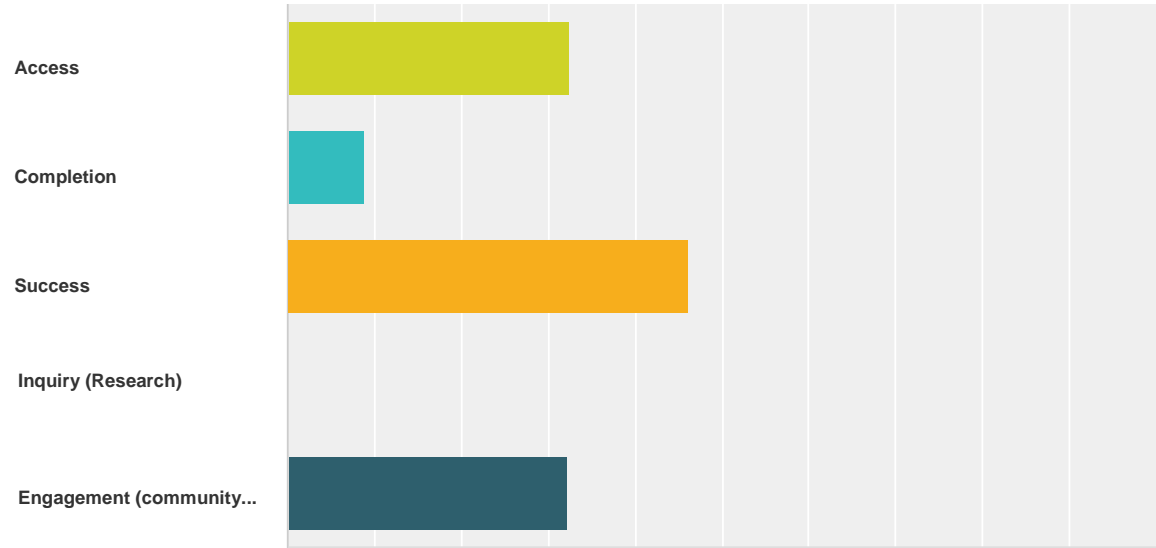
Percentage of Actions/Initiatives addressing each Middle States Standard		
Standard I. Mission and Goals	26.32%	15
Standard II. Ethics and Integrity	14.04%	8
Standard III. Design and Delivery of the Student Learning Experience	36.84%	21
Standard IV. Support of the Student Experience	52.63%	30
Standard V. Educational Effectiveness Assessment	17.54%	10
Standard VI. Planning, Resources, and Institutional Improvement	38.60%	22
Standard VII. Governance, Leadership, and Administration	14.04%	8

President's Goals



Actions/Initiatives addressing President's Annual Goals:		
Goal 1: With the appointment of the new Senior Associate Vice President of Workforce Development, Community Partnerships, and STEM CTE, the College will review, assess and make recommendations for the seamless alignment of all programs within that area.	12.28%	7
Goal 2: Through the implementation of action items linked to our comprehensive Enrollment Management and Student Engagement plans, we will work to stabilize College enrollment and grow student retention.	49.12%	28
Goal 3: In 2016-2017 I will work even more closely with the Foundation to build on the successes we achieved last year and the new culture of support for the College we have established to raise even more funds for student scholarships and innovative programs.	8.77%	5
Goal 4: I will continue to personally direct and support the efforts of the Middle States Self-Study committees as they gather evidence of our compliance with the Middle States Commission on Higher Education new Standards to generate an exceptional Self-Study report for submission to the Commission.	22.81%	13
Goal 5: Middle States and SUNY officials have told us we need to be more outspoken about our successes, and so the College will utilize its work on new metrics to gauge effectiveness and engage new opportunities to "tell our story" and communicate the successes of community colleges and Suffolk, in particular.	36.84%	21
Goal 6: Use Achieving the Dream and its focus on "equity" to strengthen our efforts regarding the College's Diversity goal.	45.81%	26

SUNY Excels



Action items/Initiatives aligned with SUNY Excels Priority Areas	Responses
Access	32.8% 21
Completion	6.4% 10
Success	46.8% 30
Inquiry (Research) (Inquiry is not a SUNY Excels community college metric)	0.00% 0
Engagement (community relationship)	32.8% 21

SUNY Excels is a performance improvement plan developed by the State University of New York that asks each SUNY college to align its planning with five categories for targeted improvement. The SUNY priority areas are Access, Completion, Success, Inquiry (research), and Engagement (community relationship). Suffolk County Community College submitted its SUNY Excels Performance Improvement Plan in October of 2015. It was approved by SUNY in December of 2015. The plan consists of targeted efforts for improvement in the SUNY-designated areas, current metrics to serve as benchmarks, metrics derived through predictive analytics anticipating where Suffolk County Community College expects to be regarding those metrics in 2018 and 2020.

Metrics submitted as part of plan included statistics regarding enrollment, diversity, completion rates, student default rates, retention, time to graduation, financial aid, among others.

To show how action items/initiatives making up Suffolk County Community College’s 2016-2017 Operational Plan align with SUNY Excels Priority Areas, a column has been added to the plan with letters signifying alignment (A - Access, C - Completion, S - Success, I – Inquiry, E – Engagement). Suffolk County Community College’s SUNY Excels report can be found at http://www.sunysuffolk.edu/dept_docs/OPIE_Institutional_Research_Docs/SUNY_Excels_Report_2015.pdf.

ACTIONS/INITIATIVES

Division/ Campus	Responsible Executive(s)	Activity, initiative, or action developed to assist the College in addressing one or more of its Institutional Goals.	Lead Responsibility	Criteria for Success	Progress/Status January 2017	Institutional Goals	Achieving the Dream Capacities	Middle States Standards	President's Goals	SUNY EXCELS
Ammerman Campus	Executive Dean, Associate Dean of Student Affairs	Students with Disabilities Enrollment Project. The Admissions and Disability Services Offices will work together to improve communication and the flow of information between students who request disability services on their initial admissions application and the disability services office. This pilot project will be an attempt to test a new system that will seek to “close the gap” between the initial admissions application and the forwarding of the student’s information to the DS office.	Associate Dean of Student Affairs, Director of Disability Services	A significant increase in the communication between the pilot project high schools and the Ammerman Campus Office of Disability Services.	Progress as of January is that on-sites were completed at our three partner schools (East Islip, Connetquot and Pat/Med). 20 students self- identified on their application as being students with disabilities or interested in Disability Services. 2 of those students had already sent in documentation to Disability Services. The other 18 students were mailed home DS brochures with information on how to complete registration. At this time, Disabilities Services Dept is monitoring the 20 students to see if and when they submit documentation in hopes they will submit the required documentation prior to the start of placement testing.	3 6	SF 3	IV	P6	A

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Ammerman Campus	Executive Dean, Associate Dean of Academic Affairs	Automotive Admissions Program: The Ammerman Campus Admissions and Automotive Technology Departments will work to create a new admissions model for the Automotive Technology Program. This initiative will seek to address the "application gap" that exists between overall applications to central admissions compared to automotive applications received by the automotive department. This effort will seek to raise the number of automotive program applicants by streamlining the application process and removing roadblocks in the existing admissions process.	Associate Dean of Academic Affairs, Chair of the Automotive Technician program	An increase of 15% of received applications to the Automotive Technician program.	The new application process which includes a mandatory information session and on- site application event has significantly improved the early application and acceptance of program applicants. Last year, there were 59 total applicants with 0 accepted applicants at this point in the year; this year there are 92 total applicants with 25 accepted to date.	3 6	SF 3	III	P6	A
Ammerman Campus	Executive Dean, Head Librarian	Spring semester: Create a program with external visitors participating in demonstrating the history of radio and TV on Long Island. Assignment tied to curriculum in Prof. Whitnum's class and reception honoring radio pioneers on LI.	Head Librarian, Chair of RTV Program	Implementation of the planned program will serve as measurement of the success of establishing this program.	Spring initiative.	2	5		P3 P5	E

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Ammerman Campus	Executive Dean, Head Librarian	COL Library Instruction: Group activities for increased student engagement and learning opportunities for COL library instruction. Improved critical thinking and understanding of library resources. Pilot of handout and group activities modality for Fall semester. In Spring 2016 semester all non-career related COL classes will use same handout and modality to assess student engagement and critical thinking. Increase in qualitative selection of keywords for research. By the end of the academic year, 80% COL classes will use form. Hashtag subject headings reflect critical thinking. Hashtag subject headings to be compared to Search All database subject headings to see which ones retrieved better articles and increased number of relevant articles. Qualitative evaluation.	Executive Dean, Head Librarian	By the end of the academic year, 80% COL classes will use form.	A new handout has been developed for us in COL courses. All students of COL have a session in the library to learn about library resources, research and ethical use of information. The Ammerman campus librarians have observed that the methodology of lecturing to students before they go to search individually for resources on the computers appears ineffective. A new handout enables faculty librarians to teach using group learning methodologies. All COL instruction by faculty uses either the handout for generic instruction (Attachment I) or the handout focusing on careers (Attachment II). The faculty librarians are looking to assess whether the new modality increases students' critical thinking skills and ability to find the best keywords for their search. The assessment for this first semester will be a	1	SF 4	III V	P4	S

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					<p>survey administered to COL faculty to find out whether they find their students to be more engaged than in previous terms. Librarians will assess the effectiveness using a survey.</p> <p>Measurable Institutional Objectives for Library Instruction using Group Activities:</p> <p>1. Student Success: Assess the success of different methodology in teaching library skills</p> <p>4. Institutional Effectiveness: Students become better scholars and researchers</p> <p>5. Communication: Increased interactivity among students for increased engagement, with librarians as facilitators</p> <p>6. Diversity: Addressing the needs of students with different learning styles</p>					
Ammerman Campus	Associate Dean for Academic Affairs, Chair of the English Department	Accelerated Learning Program (ALP): Year 2. Students take ENG010 and ENG101 simultaneously in order to learn writing skills in an intense and extended learning environment with the same professor. We will continue to work with the faculty	Executive Dean, Associate Dean for Academic Affairs	There will be an 25% increase in success rates among the student/participants in the ALP, as opposed to the traditional sequence of courses.	During the spring 2016 semester 4 sections of ALP taught by 3 fulltime and 1 part time instructor were offered on the Ammerman campus. Anecdotally faculty have observed and reported	1	SF 3	V		S C

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		and deans involved in this initiative to track student progress and assess whether or not this program should be adopted on a larger scale. This will be the second year of the program.			that there has been a significant improvement in students' written and oral communication skills when taking the ALP courses. The English department on the Ammerman campus is currently in the process of creating a course that would act as a permanent ALP course. The course will go through the governance process via the curriculum committee. The course will be designed as a bridge course that will teach the same skills as a traditional ENG 010 course but the final course assessment will be altered so that it is paired better towards the goals that national ALPs have moved towards. The goal of the course is to help students develop their writing skills and oral communication which links to college's ILOs.					
Ammerman Campus	Executive Dean	Proactive Advising :Year 2 The project will continue this academic year. 17 of the original 25 first level developmental students are still enrolled as of October 14,2016.	Associate Dean of Student Affairs	70% of first-level developmental students will remain enrolled after the academic year.	13 students from the original cohort are enrolled for the Spring 17 semester . 10 FT and 3 PT. All are in good academic standing .	1 3 6	SF 3	IV	P6	S

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					Counselors focusing on maintaining momentum for degree completion and reaching out to students throughout the semester .					

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Student Affairs	Vice President for Student Affairs	E-Transcripts Secure, efficient transmission of official transcripts; insures expedited transcripts without additional cost to students; supports the processing of other SUNY institutions utilizing Credentials as well as SUNY initiatives such as Reverse Transfer and Applied/Experiential learning. This functionality will solve the issue of delivering official transcripts in time to support SCCC students' ability to transfer to other institutions or provide documentation to prospective employers. The electronic transmission format is secure, and more timely than U.S. mail. In addition, the solution provides tracking of retrieval and production of transcript requests. The	College Associate Dean/Registrar Administrator, Central Records Office Computer Information/Networking Administrators	Increase in student utilization of electronic transcript request software. Decrease in current process of requesting of hard copy documents be printed and sent via mail. Delivery of services will be direct and meet deadline expectations-- supporting students ability to provide documentation of completion/credentials . Approximately 20% of transcripts will be requested electronically during	At this time technical readiness is underway and contracts are being processed. The expected implementation by all units involved in Spring 2017.	1 3 5	SF 1 2 3 6 7	I IV	P2 P6	C E

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		electronic solution will result in reduced purchases of official transcript paper, envelopes and postage.		the first year of implementation.						
Student Affairs	Vice President for Student Affairs	Update Student Email Addresses and Phone Numbers Student addresses are constantly and frequently found to be incorrect, with "undeliverable" mail being returned on a regular basis. This causes hours of research as offices attempt to contact students for updated information. The inability to effectively reach students by mail causes multiple problems related to their enrollment and obligations to the College. Similarly, we miss out on the opportunity to contact students by phone due to numbers being incorrect. This negatively affects our ability to reach out to students at peak times of the year. Finally, we have invested in text communication software. However, despite several communications to students to update their text phone, the vast majority of our students have not yet done so. Students who do not enter a text phone # cannot receive our text messages. A forced survey will go a long way in	College Associate Dean/Registra r Computer Information/N etworking Administrator s	Mail, Phone and Text Message outreach will result in an increase in the effective delivery of communications. Surveys will be conducted to determine how students received information related to key events and directives.	The Banner Project Request Form has been submitted and is currently under review. The procedural documents for this function in self-service Banner is being finalized.	3 4 5 1	SF 1 2 5 6 7	I IV VI	P2	S

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		rectifying this situation--and will enhance the efforts of enrollment services offices to quickly deliver key information.								

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Michael J. Grant Campus	Executive Dean Associate Dean of Student Services	Complete redesign of intake process of students enrolling at the campus including redesigning how students move from admissions, testing, counseling, registration, financial aid and bursar to foster student enrollment and completion.	Associate Dean of Student Services Assistant Dean of Student Services Directors of Student Services	To increase the current number of students "lost" in the enrollment process. Currently we lose 35% of students from Admissions Applications to Testing. We would like to reduce this number by 10% summer of 2017.	<ul style="list-style-type: none"> - White paper created from a committee - Plan presented to the President and approved (step one of moves and construction needed) - New "Testing Coordinator" line approved and search soon underway - Summer construction planned 	1 5	SF	IV	P2	A
Michael J. Grant Campus	Executive Dean Director of Plant Operations	Design, Construction, and / or Open the Following New Buildings: 1. Learning Resource Center (New Building - Capital Project) 2. STEM Building (New Building - Capital Project) 3. Plant Operations Building (New Building - Capital Project) 4. Sagtikos Arts Center (Renovation- Capital Project) This will include working through the RFP Process, working with the architect and builders, prepare the building for opening (and reallocation of space vacated by opening of new building).	Executive Dean Director of Plant Operations Central Engineering	1. Learning Resource Center (New Building - Capital Project) - Target: Opening of Building this Summer 2. STEM Building (New Building - Capital Project) - Complete RFP and Design with Architect 3. Plant Operations Building (New Building - Capital Project) - Complete RFP and Design with Architect 4. Sagtikos Arts Center (Renovation- Capital Project) - Work with Design Committee to	<ul style="list-style-type: none"> - LRC is on schedule to open this May - Move schedule meetings are being conducted - STEM Building RFP issued - STEM Building Design Committee selected an architect for the building - Board approved recommendation - Kick off design and program meeting took place January 20th - Sagtikos Renovation committee charged and draft document is currently being edited for presidential review 	1	SF	IV		A S E

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				produce a Phase 1 RFP Document	- Sag Renovation next step is transition the white paper to an RFP					
Michael J. Grant Campus	Campus Associate Dean of Academic Affairs Campus Assistant Dean of Student Services	In order to provide continued support to students the staff in the Faculty Advising and Mentoring Centers and Admissions are outreaching to continuing students who have not yet registered for the following semester. Goals • Provide a direct contact to continuing students to register for courses. • Triage and find appropriate resources for students who are unable to register for courses. Objective: To develop relationships with continuing students so that they are aware of the resources and support available regarding academic planning and registration.	Campus Associate Dean of Academic Affairs Campus Assistant Dean of Student Services	Foster semester to semester retention (working on an appropriate target)	- 800 individual mailings sent - 50 students responded for specific assistance from these mailings - All probation students called personally for a 1-1 meeting (to hone their schedule or about services) - 90 students agreed to come in for meetings and / or participate in a study skills workshop - Mentor Program launched for 2 nd year students who were identified as “at-risk” - 41 students are in the mentoring program	1 3	SF 5	IV	P2	S

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Michael J. Grant Campus	Associate Dean of Academic Affairs Campus Executive Dean Academic Chairs	Grant Campus Initiative-Transitional Scholars Learning Community: In order to support students who have been identified as at-risk regarding their retention and success, the faculty worked collaboratively with the Grant campus leadership to develop a learning community. The community will be comprised of 42 students. The faculty will be working in learning teams and discuss student progress regularly, prepare joint lessons and assignments, advise students and reach out to support services as needed for individual students. Objective: To create a "safety-net" to reach a student before they begin to fail or leave the College.	Associate Dean of Academic Affairs Academic Chairs	The students who participate in this program will demonstrate strong sense of belonging to the College. 65% of students who participate in this program will successfully complete the academic semester (Fall 2016) and return the following semester (Spring 2017).	<ul style="list-style-type: none"> - The transitional scholars were recruited and enrolled - 19 students started the program (much lower than targeted). - 14 students completed the program and re- enrolled for spring semester 	1	SF 3 5	III IV	P2	S C
Michael J. Grant Campus	Executive Dean Assistant Dean Academic Affairs Associate Dean Student Services TLC Coordinator	Using feedback from cohort 1 revise and implement a second cohort Faculty Learning Community Program (FLC) and offer two staff development opportunities for faculty, chairs and coordinators/specialist per semester to enhance teaching practices in gateway courses and with diverse student populations, retention /completion rates and improve communication and leadership. Special outreach to adjunct faculty	Executive Dean Assistant Dean Academic Affairs Associate Dean Student Services TLC Coordinator	1. FLC Participation (attracting and enrolling a second cohort for the FLC) 2. Adjunct Meeting Participation (in the new established Campus Adj. Meeting Program) 2. Foster a 2% increase in gateway courses	<ul style="list-style-type: none"> - FLC Program went through an evaluation from cohort 1 and changes were made - Advertising for the new FLC was created and outreach occurred in December - 8 new participants were enrolled in cohort 2 - We have conducted 4 adjunct faculty meetings throughout the fall 	1 5 6	SF 3 5	III IV	P2 P5 P6	S C

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		as well as departmental development programs for Academic and Student Affairs Personnel.			semester to foster engagement with our part time faculty. The goal is to provide a better understanding Campus resources for our students					

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Eastern Campus	Executive Dean	Expand professional development opportunities to all members of the campus community. Programming will be directed at (1) creating a safe, secure campus that (2) reflects an appreciation for the individual experience, (3) values diversity, inclusion, success through good work and engagement, and (4) recognizes the importance of sustainability and environmental awareness and protection.	Campus Associate Dean for Student Services Campus Assistant Dean for Educational Programming & Resources	Initially, success will be measured by number or events, attendance and post-program survey results. Our ongoing success will be determined by observing campus improvement directly related to achieving the learning outcomes of the professional development programs (reduced energy costs, more recycling, improved service to all constituents), expanded diversity	Professional development activities continued in the area of emergency preparedness; Another program with the local police dept. is planned for the Spring term. In the areas of Student Success and Student Services workshops for employees were held on AED training; Orientation on Generation Millennial; Protecting sensitive student information; Security protocols; gender inclusivity; and computer training in business practices (ARGO and Shark Mart). A new area of professional development for	1 2 4 5 6	SF 3 4 5	I II IV VI	P6	S

				awareness and services, etc.)	our Culinary and Diet Tech faculty and staff is planned for the Spring term. The subject is Blood Born Pathogens.					
Eastern Campus	Executive Dean	Improve retention and enrollment in English as a Second Language, non-credit programming while improving the student's campus and college participation and engagement.	Executive Dean College Director of English as a Second Language Programs Campus Coordinator for ESL	2016-17 Academic Year - First time enrollment will increase by 15% from previous academic year (by term). Overall completion rate will increase by 10% from previous academic year. Student survey will support increased satisfaction with campus facilities, services, faculty and staff support, and general impression. Program will be given more publicity in community using a variety of media. Use number of articles, announcements, etc. to measure progress. At least four public communications will be developed and shared during the academic year.	Our enrollment in non-credit ESL continues to grow over last year's Spring numbers. We implemented a partnership with Easthampton H.S. and delivered two evening classes in the fall and will continue to participate with this secondary school's evening programming for the Spring term. To increase hospitality and student satisfaction we initiated Friday night food service in our cafeteria to support the ESL students enrolled in on-campus classes. We are in the process of creating emergency information materials in both English and Spanish, the primary second language used by our ESL students. Publicity regarding the ESL graduation (Jan. 20) will be circulated to area news outlets. NOTE: Our enrollment numbers are up from last Spring, however, the final number of paid students is not available at this time.	1 5 6	SF 3 4 5	IV V	P2 P5 P6	A S E

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Student Affairs	Vice President for Student Affairs	2016 -2021 Strategic Enrollment Plan * Completion of two (2) Action Plans for each cohort group * Committee members will select the two (2) Action Plans for development and implementation for the 2016-2017 academic year with the associated costs.	College Dean of Enrollment Management and Campus Directors of Admissions.	The identification of two Action Plan items from the cohorts selected by the cohort committee members, success will be 66% of the Action Plans implemented with a 2- 3% increase of the identified cohort enrollment increase.	A total of 12 action items have been identified and progress is being made on each item. A progress meeting is planned for March for each team to provide information on their progress and a full report will be completed in October.	1 2 3 4 5 6	SF 1 2 3 5 6 7	I II IV VI	P2 P6	A
Student Affairs	Vice President for Student Affairs	Research the implementation of a fully functional Customer Relationship Management system for the College's admissions operation. The current manual system of communicating with students does not support an efficient communication plan for prospective students who make inquiry. The CRM system should provide for greater increase yield from inquiry to enrollment. The College's response to a student's inquiry does not provide for the current best practice for communicating with prospective students. The CRM system would enhance the College's communication plan as well as provide data to assess areas of	College Dean of Enrollment Management and College Directors of Admissions	A ten percent (10%) increase in the yield rate of inquiry to enrollment.	A committee has been established to research and identify vendors for a Customer Relationship Management systems. Currently, Ruffalo Noel Levitz has been identified to provide a no-cost assessment focused on our Enrollment. It is a two- day comprehensive review of the enrollment processes at Suffolk. The benefit of this service is that it better identifies what specific areas of the enrollment processes at Suffolk need to be supported, reorganized, etc. It also includes a recommendation for appropriate technology upgrades and a CRM. In	1 3 4 5 6	SF 2 3 5 6 7	I II IV VI VII	P2 P6	A

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		information delay to prospective students.			essence, it is valuable so that a RFP can be created that is reflective of what our college does or does not need from a consultant. The visit from Ruffalo Noel Levitz will take place in February or March. Following the review of the findings an RFP will be created with expectation of work to commence in Fall 2017.					
Student Affairs	Vice President for Student Affairs	Selection of the following two (2) Action Plan recommendations from the completion of the Admissions AES Unit Review: 1. Staffing * Development of a Professional Assistant position description to assist with the implementation of the 2016-2021 Strategic Enrollment Plan as well as provide direct assistance with community/civic outreach and exposure which was highly recommended by the outside reviewers. * Develop a job description and qualifications for student ambassadors to assist with campus recruitment activities in support of the 2016-2021 Strategic Enrollment Plan. The student ambassadors would be paid through	College Dean of Enrollment Management and the College Directors of Admissions	Professional Assistant - Identification of an existing line to convert to a Professional Assistant in the 2017-2018 budget to support both the implementation of the 2016-2021 Strategic Enrollment Plan and the Student Engagement Plan. The measure of success of the Student Ambassador action plan which would allow for assistance with on-campus recruitment activities would be the	<ol style="list-style-type: none"> Staffing- The line request has been placed in the 2017-18 budget as prescribed the CAPIE and a job description for a recruiter has been created. Student ambassador program is in development college-wide based on current model of the Peer Mentor program on Eastern Campus. A team has been identified for the development of an 	1 3 5 6	SF 1 5	I II IV VI VII	P2 P5 P6	A E

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		<p>College-Workstudy funding. A training manual would be developed. * Develop a training manual for alumni ambassadors to assist with community and civic recruitment which supports the 2016-2021 Strategic Enrollment Plan and provides for greater exposure of the College within the community.</p> <p>2. Intra-structure * Complete renovation to the Admissions Offices at the Ammerman and Michael J. Grant Campuses, the outside reviewers were extremely critical of the layout, functionality of the current assigned space for admissions staff and services as well as the confidentiality issues. The admissions Office is the first impression of the institution, the space should reflect the branding of the institution.</p>		<p>development of the Student Ambassador training manual, training a cohort of students and the assignment of the students through the College-work Study program of at least ten (10) Student Ambassadors. The measure of success of the Suffolk Alumni Recruitment Team action plan which would allow for assistance with community and civic events; the development of the Suffolk Alumni Recruitment Team training manual, training a cohort of alumni and assigning members of the Suffolk Alumni Recruitment Team one quarter of the community and civic events from the Office of Enrollment</p>	<p>alumni ambassador program</p> <p>4. A presentation of the unit review findings took place in Fall 2016 to all executive deans to discuss findings and request consideration of space renovation and allocation.</p>					

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				Management's recruitment calendar. Intra-structure - Funding placed in the respective campuses operating budgets to support the design and renovation of the Admission Offices space.						
Student Affairs	Vice President for Student Affairs	In support of new student recruitment, Disability Services will identify and outreach to additional partners to share information regarding opportunities at Suffolk County Community College. The office will determine the number of outreach events (high schools, community resources and government agencies) they attended during the 2015-16 academic year and also track the number of outreach events they	College Assistant Director of Disability Services in coordination with Disability Counselors college wide.	Disability Services will increase outreach by 15%.	At this time there are six planned for Spring 2017 with the expectation of additional outreach activities. This is a 50% increase from Spring 2016. Additionally three outreach events were conducted in the Fall 2016.	3 6	SF 3 5	IV VI	P5 P6	A E

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		attended during the 2016-17 academic year.								
Student Affairs/ Ammerman Campus	Vice President for Student Affairs and Executive Dean of the Ammerman Campus	Space Utilization and Testing Accommodation Needs for Disability Services on Ammerman Campus. In order to provide appropriate testing accommodations, Disability Services will assess the current structure and develop an action plan for improvement. The office will determine the number of times testing accommodations spaces change after being secured for a student to test. We will evaluate the appropriateness of space and facilities in accordance with ADA guidelines.	College Assistant Director of Disability Services	A total of 85% of testing accommodations will remain in the same space as predetermined by the Office of Disability services.	Data was collected during the beginning of the semester and again during finals with continued plans to identify space changes during the Spring 2017 semester.	1 6	SF 3 5 6	V VI	P4 P6	A S
Student Affairs	Vice President for Student Affairs	Financial Aid will increase the education of current students, prospective students, and the community on how to finance their college education. 1. Outreach to all faculty who teach college seminar classes. 2. Presence at financial aid nights at feeder high schools. 3. Participation at College Open House and SUNY Financial Aid Day.	College Director of Financial Aid and Campus Directors of Financial Aid	1. Increase the number of FAFSA applications by 4%. 2. Increase the number of students receiving financial aid (federal aid, state aid, scholarships, and/or loans) by 2%.	All of the outreach has been completed including additional high school outreach not listed in the original initiative. The packaging of financial aid awards and reviews of FAFSA's will begin on 1/31/17.	1 3 5	SF 5	IV	P2 P6	A S C
Student Affairs	Vice President for	Decrease the Number of Students who Lose their Financial Aid Eligibility	College Director of Financial Aid,	70% of students will pass satisfactory academic progress in	As a result of increased communication to students, 72% of financial aid applicants	1	SF	I	P2	A S C

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	Student Affairs		and Campus Directors of Financial Aid	the 16-17 academic year, an increase of 8% from the 15-16 academic year.	passed Satisfactory Academic Progress for Spring 2017.		5	VI		
Student Affairs/Acad emic Affairs	Vice President for Student Affairs Vice President for Academic Affairs	Review and revise the student complaint policy and procedures.	Vice President for Student Affairs Vice President for Academic Affairs College Assistant Dean for Student Engagement Assessment	An updated student complaint policy will be implemented and three areas of concerns will be identified.	A revised student complaint policy was approved by the Board of Trustees on January 19, 2017. The updated policy has been posted to the student portal and college website.	1	SF 7	II IV	P4	S
Student Affairs	Vice President for Student Affairs	Begin implementation of student engagement plan proposal for undecided students.	College Assistant Dean for Student Engagement Assessment	As a result of phase one of the undecided student engagement plan, undecided students will be identified beyond identification in Liberal Arts General Studies.	A discussion has started about the best way to identify undecided students.	1	SF 7	IV	P2	S C

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Office of Academic Affairs	Vice President of Academic Affairs	Development of an Institutional Educational Goals assessment plan to be implemented in 2017- 2018.	College Dean of Instruction for Assessment and Accreditation and General Education Faculty Coordinator	Completion of the Assessment Plan for Implementation in Academic Year 2016- 2017	In progress. Anticipated meeting with Academic Chairs in the spring semester to share plan.	1 4	3	V	1 4	S C
Office of Academic Affairs	Vice President of Academic Affairs	Create and maintain document repository in Nuventive for all the accredited programs and Middle States accreditation evidence.	College Dean of Instruction/Ac creditation Specialist	Creation of online document repository Fall 2016. Maintenance of repository is ongoing.	Document repository is completed. Maintenance continues.	4	2	VI	4	
Academic Affairs/ Central	VP for Academic Affairs	A definitive plan will be put forward for development of new curriculum initiatives connected with the proposed Renewable Energy & STEM Center at the Grant Campus.	VP for Academic Affairs	Hiring of new faculty, or designation of program/curriculum development lead.	In progress.	2 4	4 6	III VII	2 4	A S
Academic Affairs/ Central	Executive Director of Sustainability Programs	Utilizing the AASHE STARS framework, a benchmark for institutional sustainability will be established and contribute towards the stated goals of our participation in the New York State REV Campus Challenge.	Executive Director of Sustainability Programs	Leveraging the influence of the newly created President's Sustainability Council, a means of benchmarking and assessing sustainability efforts in all aspects of college activity will be established.	Institutional Membership in AASHE obtained, enabling use of online STARS benchmarking tool. Student internship established (starting Spring '17) to focus on data collection and documentation.	2 4 5	1 5 6 7	I V VI VII	2 4 5	E

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Student Affairs/Central	Executive Director of Sustainability Programs Vice President of Student Affairs	<ul style="list-style-type: none"> Collect baseline data for transportation needs, methods, and options among current student population, and its relative correlation to student retention/completion. Develop specific initiatives to facilitate sustainable and affordable transportation options for students to access our campuses. <ul style="list-style-type: none"> Public Transportation § Suffolk County Transit § LIRR § Possible shuttle operations SCCC Stony Brook Ride Sharing Private On-Demand Services § Uber § Chariot § Zip-Car Biking Enhanced informational services/Education Identification of budgetary resources Creation of incentives for alternate (non-S.O.V's) transportation use 	Executive Director of Sustainability Programs VP of Student Affairs	A solid understanding of the relationship between transportation and student success will be established, and ongoing tracking methods developed. A 5% shift of students away from single occupancy automobiles will be realized.	Banner data analysis undertaken identifying over 6100 matriculated students who do not have registered vehicles. This unexpectedly high percentage points to a significant potential impact of enhanced transportation supports. Survey Monkey tool created to poll this targeted group with regard to their current transportation needs, and its effect on their academic progress. Telephone polling currently underway. Very successful Car Free Day event held. Privately funded mass transit options researched and preliminary budget proposal forwarded to Division of Student Affairs for consideration. Regional bikeshare coalition founded, and investigations begun. Pilot transportation information display created and brought on-line at Eastern Campus. Student transportation coordinators identified and trained at all campuses. Transportation	1 2 3 4 5 6	SF 1 2 3 5 6 7	II IV VI	1 2 3 4 5 6	A E

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					information literature developed and distributed to all campuses.					
Academic Affairs/ Central	Executive Director of Sustainability Programs	Formation of President's Sustainability Council. Creation of a new organizational structure to advance all seven dimension of sustainability at Suffolk County Community College. Committee will identify specific goals, ways and means – ideally incorporating development of a Green Revolving Fund to make this effort self-sustaining.	Executive Director of Sustainability Programs Vice President for Academic Affairs College President	Committee will be established, membership appointments made, meetings convened, goals set.	Call letter for President's Sustainability Council sent to Campus Executive Deans – awaiting campus level membership recommendations.	1 2 3 4	1 5 6 7	I VI VII	1 2 3 4	E
Academic Affairs	College Associate Dean of Curriculum Developmen t	Create a series of curriculum development workshops.	College Associate Dean for Curriculum Development	Develop topics and schedule by November 15, 2016.	In progress. One workshop regarding curriculum development fundamentals and recent revisions has been developed and presented. A second workshop on the curriculum development process and forms is under development.	5	SF 5	III	5	S
Academic Affairs	College Assistant Dean of Curriculum Developmen t	Expand faculty advising through increasing faculty participation and student use of the Academic Advising and Mentoring Centers.	College Assistant Dean for Curriculum Development	Increase faculty participation by 10% and student participation by 5% by May 2017.	In progress.	1	SF 1 3 5	III IV	1	S C

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Academic Affairs	College Director of Student Support Services	Demonstrate a higher rate of academic success and persistence for Student Support Services students over the general College population	College Director of Student Support Services	Monitoring, demonstration and communication of results by January, 2017	Achieved. Completed with a monitoring report sent to federal government department of education. Sent 11/30. Indicated persistence rate of 91% (year-to-year); good academic standing rate of 95%; and graduation rate of 4-year prior cohort was 57% (AA/AS/AAS) and 4-year prior cohort with transfer to 4- year institution was 23%.	1 5	SF 3 5	IV	1 5	S C
Academic Affairs	College Director of Student Support Services	Prepare revised informational and recruitment materials for the college community on Student Support Services	College Director of Student Support Services	Development and completion of new materials by July, 2017	In progress. Initial conversation held to develop joint brochure with EOP for recruitment.	1 5	SF 3 5	IV	1 5	S
Academic Affairs	College Associate Dean for Continuing Education	Develop two new STEM partnerships	College Associate Dean for Continuing Education	Development of two new STEM partnerships by July, 2017	50% of goal achieved with review of basic electricity, pneumatics, servo drives to machinist/technicians at Luitpold Pharmaceuticals in Shirley to begin on 1/28/17. Developing new partnerships with other higher ed institutions as a result of the SENCER conference held at SCCC on 10/15/16.	1 2	3 5	III IV	1 2	E

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Academic Affairs	College Associate Dean for Continuing Education	Develop four new courses/partnerships aligned with community needs	College Associate Dean for Continuing Education	Development of four new courses/ partnerships by July, 2017	Achieved. Health IT online courses being adapted to hybrid courses to meet the needs of nurses. TASC instruction now offered at a community counseling center in Mastic. STEM courses – Automotive diagnostic series (3 courses) now included in continuing education brochure.	2	3 5	III	2	E
Academic Affairs	College Director of Educational Opportunity Program Assistant Dean for Academic Affairs	Expand partnerships with local high schools and school districts to ensure successful and smooth transitions within the EOP program by visiting 10 high schools	College Director of Educational Opportunity Program College Assistant Dean for Academic Affairs	Visits to 10 Suffolk County high schools by May, 2017	30% of goal has already been achieved.	5 6	SF 3 5	III	5 6	A E
Academic Affairs	College Director of Educational Opportunity Program	Redesign the content of the EOP website and printed materials for the EOP program	College Director of Educational Opportunity Program	Completion or lack of completion of these important communication tools by July, 2017	In progress. Initial conversation held to develop joint brochure with EOP for recruitment.	5 6	SF 3 5	III IV	5 6	S
Academic Affairs	College Associate Dean for Special Programs	Develop a comprehensive internationalization plan to address SUNY commitment to global education and students' interests in global education opportunities	College Associate Dean for Special Programs and	Completion or lack of completion of this important document by July, 2017	In progress. A plan has been developed on what new programs/courses will be developed. Identification of funding entities to support	2 6	3 5 6	III VI	2 6	S E

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	and External Partnerships		External Partnerships		growth. Addressed staffing to accommodate growth.					
Academic Affairs	College Associate Dean of Faculty and Professional Advancemen t	Collaborate with the Teaching and Learning Centers on the three campuses to provide 3 workshops (one per campus) promoting student success during 2016-'17	College Associate Dean of Faculty and Professional Advancement	300% increase by May, 2017 over 2015-'16	In progress. 33% completed. Ammerman workshop held. East and Grant to be planned for spring.	1 5	SF 3	III	1 5	S
Academic Affairs	Director of English as a Second Language Programs	Expand the Intensive English Program on the Eastern Campus by 3%	Director of English as a Second Language Programs	3% increase on the Eastern Campus by May, 2017 over 2015- '16	Achieved. 100% increase has already been achieved.	3 6	SF 3 4	III	3 6	A S E
Academic Affairs	College Associate Dean of Nursing, Dean of Instruction & Interim Associate Vice- President of Academic Affairs	Create & execute one joint admission/early assurance agreement of our AS in nursing with a BS program	College Associate Dean of Nursing Dean of Instruction & Interim Associate Vice-President of Academic Affairs	Creation and execution of one joint admission/early assurance agreement by January, 2017	Achieved with renewed articulations in nursing with SUNY Canton, SUNY Empire State. Farmingdale and Stony Brook slated to be signed within the next 30 days.	3	SF 4	III IV	3	A
Academic Affairs	College Associate Dean of Nursing	Increase the number of students admitted directly from high school to the nursing program by 20%	College Associate Dean of Nursing	Increase of 20% by February, 2017	In progress. Admission decision being made on February 15. Will have data after that.	3	SF 3 4	III	3	A

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Academic Affairs	College Associate Dean of Instructional Technology	Complete 25% of the Middle States Commission of Higher Education Distance Education Hallmarks	College Associate Dean of Instructional Technology	Completion of 25% by March, 2017	In progress. Some 15 hallmarks were embedded into the DE study which will be completed by March 31, 2017.	4	2	V	4	S
Academic Affairs	College Associate Dean of Instructional Technology	Create four academic technology newsletters this year for the college community	College Associate Dean of Instructional Technology	By producing 4 issues, we will obtain a 400% increase over 2015-'16 by May, 2017	In progress. With the departure of Troy Hahn, only 1 publication has thus far been generated.	5	5	IV	5	
Academic Affairs	Assistant Dean for Academic Affairs Dean of Instruction & Interim Associate Vice- President for Academic Affairs	Increase the number of high schools partnering with Suffolk County Community College through the Excelsior Program for the 2017-2018 academic year by 2% (completion June, 2017).	Assistant Dean for Academic Affairs Dean of Instruction & Interim Associate Vice-President for Academic Affairs	Upon the end of the high school academic year, June, 2017, account for the number of high schools partnering with Suffolk County Community College through the Excelsior Program. An increase of 2% from June 2016, will determine a success.	Achieved. 24% increase in the number of high schools participating.	2	SF 4 5	I III	2	A S E

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Academic Affairs	Assistant Dean for Academic Affairs Dean of Instruction & Interim Associate Vice- President for Academic Affairs	Revise and implement reassigned time reporting documents for all Excelsior Program departmental faculty liaisons to mirror the newly created college wide reassigned time reporting documents. Communicate reports to respective Campus Executive Deans, to ensure reporting accuracy and consistency: § Reassigned Time Request Form - EXCELSIOR PROGRAM DEPARTMENTAL FACULTY LIAISON § Reassigned Time Semester Outcomes Report- DEPARTMENTAL FACULTY LIAISON	Assistant Dean for Academic Affairs Campus Executive Deans	Prior to end of December 2016, new reporting documents will be written to mirror the newly created college wide reassigned time reporting documents. Documents will be shared with 2016-2017 participating Excelsior Program departmental faculty liaisons. Upon the submission of all end-of-semester reports for the 2016- 2017 academic year, the reports will be communicated to the respective Campus Executive Deans. Submission of 88% of all updated forms shared with the respective Campus Executive Deans, will determine a success.	Achieved. The reassigned time request form is now completed once per year and forwarded to the respective campus deans. The reassigned semester outcomes report is completed and forwarded to the respective campus deans by December 30 and May 30 for each semester. Both forms mirror the College- wide forms.	4 5	5	VI	4 5	
Academic Affairs	Dean of Instruction & Interim Associate Vice-	Increase the number of students enrolled in MAT 009 by 10% over 2015-'16	Dean of Instruction & Interim Associate Vice-President	10% increase over 2015-'16 as of May, 2017	In progress. Awaiting the spring enrollment numbers. However, the fall-to-fall numbers demonstrate an increase of 52%.	1	SF 3 4	III	1	S

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	President of Academic Affairs		of Academic Affairs Campus Quantway Coordinators			6			6	
Academic Affairs	Dean of Instruction & Interim Associate Vice- President of Academic Affairs	Increase Early College Program participation by 5% over 2015-'16.	Dean of Instruction & Interim Associate Vice-President of Academic Affairs Campus ECP Coordinators	5% increase over 2015- '16 as of May, 2017	Achieved. The total increase of schools participating from last year to this one is 100%.	2 3	SF 3 4	III	2 3	A S E
Workforce and Economic Developmen t/ Corporate Training Center; Grant Campus	Associate Vice President for Workforce and Economic Developmen t	Expand Industry Partnerships to meet skill gap needs by cluster. Enhance opportunities to strengthen “career pathways programs”. Strengthen economic empowerment through training focused on Under-served communities.	AVP Workforce and Economic Development	Expand Industry Partnerships to meet skill gap needs by cluster – expected increase of 5 newly established partnerships Enhance opportunities to strengthen “career pathways programs” – projected expansion through the TechHIRE RESTORE initiative Strengthen economic empowerment through training focused on Under-served communities –	1. Hosted Event 1/12/17; 5 industry led sub-committees were formed to identify skill gaps and assist in the development of new training courses. 2. TechHIRE is underway; 2 key personnel were hired, DOL partnership was formalized and career quest event scheduled; training is projected to begin late spring 2017.	2 5 6	5	I	2 5 6	E

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				projected expansion to three new communities.	3. REDC-UWT grant was received Dec '16 and will target dislocated workers from underserved communities.					
Office of Planning and Institutional Effectiveness	Vice President Office of Planning and Institutional Effectiveness (OPIE)	Deploy operational planning processes in ActionPoint/PlanningPoint to 100% capacity, to provide College-wide support for MSCHE reaccreditation, AtD, all assessment and evaluation activities, as part of SCCC's integrated planning processes.	Assistant Director of the Office of Planning and Institutional Effectiveness Assistant to the Vice President for Planning and Institutional Effectiveness	Utilizing 100% capacity with 2016-2017 operational plan integrated into the system by January 1, 2017. Two semesters of operational planning performed using system by June 2017.	ActionPoint/PlanningPoint are operational. All templates for planning, assessment, and accreditation have been uploaded. All templates have been aligned to IGs, MIOs, MSCHE Standards, AtD competencies, President's Goals, and SUNY Excels. Strategic and Operational Plans have been input. Next step is to train users.	1 4 5	1 2 5 6 7	I III V VI VII	P2 P4 P5 P6	
Office of Planning and Institutional Effectiveness	Vice President of Planning and Institutional Effectiveness , Co-Chairs of SPC	Use Achieving the Dream analytics, along with IPEDS and VFA data, to construct/modify metrics that help gauge College effectiveness. New or modified Key Performance Indicators can serve as a means toward review of Measureable Institutional Objectives in the College Strategic Plan.	Strategic Planning Council, OPIE, AtD Teams.	Development of potential KPIs and benchmarking them by May 2017.	The Strategic Planning Council has recommended enhanced KPIs for student success to use is effectiveness assessment. Potential KPIs have been developed using the Loss of Momentum Framework Model. KPIs for remaining IGs are under development.	1 2 3 4 5 6	1 2 3 4 5 6 7	I V VI VII	PA4	S

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SCC Foundation	Vice President of Institutional Advancement, Executive Director of Foundation	Complete the Foundation's Vision 2020 Major Gifts Campaign by the end of the calendar year 2017.	Executive Director of the Foundation, College Director of Development and Alumni Affairs, College Director of Development, College Assistant Director of Development	By December 31, 2017, raise the remaining \$1.4 million necessary to conclude the Vision 2020 Major Gift campaign		1 2 3 4 5 6	1 2 3 4 5 6 7	I II IV VI	3 5 6	E

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Office of Legal Affairs	General Counsel	Review and revise Board and College-wide policies and procedures.	College Deputy General Counsel, AVP for HR, Affirmative Action Officer, Chief Diversity Officer	Complete review of all policies by December 2016; Receive final approval by board and cabinet (where appropriate) by April 2017 for submission as part of NYS Department of Education Compliance review and Middle	The following policies and procedures have been drafted and are under review: <ul style="list-style-type: none"> Equal Opportunity and Anti-Discrimination policy Sexual Harassment and Sexual Violence Prevention policy 	4 5 6	3 7	II VI VII	4 6	

				States accreditation compliance needs.	<ul style="list-style-type: none"> Discrimination and sexual violence complaint procedures <p>Additional policies will be identified and updated by the Office of Legal Affairs.</p>					
Office of Legal Affairs	Chief Diversity Officer	Implement College-wide Diversity and Inclusion Plan. Update College-wide and campus-based goals for equity, diversity, and inclusion that are in alignment with Presidential Goals and AtD.	Chief Diversity Officer, VP Student Affairs, VP Academic Affairs, Coordinator for Multicultural Affairs, Affirmative Action Officer, AVP for HR, Campus Executive Deans.	Finalize institutional plan; create College-wide and campus-based goals; and implement ongoing activities and programs.	<p>President McKay issued a college brief on November 21, 2016 outlining modifications and a renewed vision for the College's Multicultural Affairs structure. This outlines:</p> <ul style="list-style-type: none"> dedicated multicultural affairs positions on each campus; the establishment of a standing Presidential Multicultural Affairs Committee that will include Executive Deans, Directors of Campus Activities and cabinet members; standing updates to the President on policy and practices in the areas of multicultural affairs and diversity. <p>Search committee is appointed and recruitment has begun for the campus Multicultural affairs positions.</p>	2 5 6	SF 1 3 4 5 7	I II III IV V VI VII	6	A

					<p>Search committee has been formed and recruitment effort has begun for the Coordinator for the Center for the Holocaust, Diversity and Human Understanding. This position will align with the Diversity and multicultural affairs structure for academic and programming purposes.</p> <p>The President has established a social justice and 'Transforming lives through equity and equality' working team that will establish a year-long series of programs and activities to address social justice, climate and inclusion concerns.</p> <p>Several professional development and educational efforts on diversity, equity and inclusion continued throughout the fall semester including during Fall 2016 Professional development day.</p> <p>Extension was given by SUNY to submit final diversity plan to allow for review by Cabinet and Board of</p>					
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					<p>Trustees. Plan will incorporate elements from and be in alignment with the College's strategic plan, Achieving the Dream, Presidential goals, Strategic Enrollment plan, Student engagement plan, Veteran's Affairs goals, Disability Services unit review, and Multicultural Affairs plan. Elements will potentially include:</p> <ul style="list-style-type: none"> • Building a climate of inclusion and internal community • Education, training and professional development • Hiring, selection and retention of faculty and staff • Student recruitment, outreach and enrollment • Student success, engagement, and retention 					
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Division/ Campus	Responsible Executive(s)	Activity, initiative, or action developed to assist the College in addressing one or more of its Institutional Goals.	Lead Responsibility	Criteria for Success	Progress/Status January 2017	Institutional Goals	Achieving the Dream Capacities	Middle States Standards	President's Goals	UNY EXCELS
Business and Financial Affairs	VP Business and Financial Affairs	Assure that resources in the operating budget are allocated consistent with institutional planning and goals, with an emphasis on data-driven decision- making.	VP Business and Financial Affairs and Associate Dean of Financial Affairs	As assessment rubric is used to determine the % achieved in allocating budgeted resources with planning and assessment efforts. The target is to maintain a 75% compliance rate for each division. Overall, the assessment of College resources allocated in the operating budget is currently at 87.8% compliant with planning and institutional goals.	Budget hearings for the 2017- 2018 year are being held throughout January. An assessment of a compliance rate for each divisional and campus budget will take place following the conclusion of the budget hearings and the compiling of the full institutional budget.	3 4 5	1 6	VI	4	

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Institutional Advancement	Vice President of Institutional Advancement, Vice President Office of Planning and Institutional Effectiveness	Develop and implement specific communications that support enhanced internal awareness regarding the College's Middle States and Achieving the Dream activities.	VP Institutional Advancement, VP OPIE	Through the use of a broad range of communications options (College Briefs, presentations, web presence, etc.) the Vice Presidents will work together to develop proper, frequent messaging related to both projects that will keep the College stakeholders and the college community apprised regarding progress on these major initiatives.		1 2 3 4 5 6	1 2 3 4 5 6 7	I II III IV V VI VII	2 4 5 6	E
Institutional Advancement	Vice Presidents for Institutional Advancement and Academic Affairs	Support implementation of the U.S. Department of Labor TechHire RESTORE grant through the development of post-award infrastructure.	VP of Institutional Advancement, VOP academic Affairs, College Dean of Sponsored Programs	During the forthcoming measurement period, the effort will include development of budget, purchasing, hiring, and oversight processes, as well as completion of a spreadsheet system for tracking compliance and reconciling grant reporting with Banner.		1 2 3 4 5 6	1 2 3 4 5 6 7	I II III IV VI VII	1 2 3 5 6	E

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Institutional Advancement	Vice President for Institutional Advancement	Implement new post-award grants development office activities to include measures for tracking program compliance, deliverables, and progress.	VP for Institutional Advancement and College Associate Dean for Sponsored Programs	The Office of Grants Development and Sponsored Programs will expand its monthly grant awards report to include reporting on all ongoing sponsored program deliverables and progress. As a new responsibility within this office, the reporting goal is to grow the information capture rate from 0% to 90%.		1 2 3 4 5 6	1 2 3 4 5 6 7	I II III IV V VI VII	1 2 5 6	E
Office of Computer and Information Services	VP/Chief Information Officer	Implementation of Office 365 for Business Pilot to be conducted with Computer Information Systems, started in January 2017, it will conclude in March 2017. If pilot is successful, we will develop plan for College roll-out.	IT Evaluation Team	At least 90% of pilot users should be satisfied throughout pilot and would recommend for college-wide implementation	Pilot to begin in January 2017.	1 2 3 4 5 6	1 2 5 6	6		
Office of Computer and Information Services	VP/Chief Information Officer	Upgrade to Banner XE and installation of initial XE module PROD install of HR Employee Profile by December 2017.	Laura Levine	Success metrics: - 1Q 2017 – Banner XE prerequisites completed in PROD - 2Q 2017 – Banner XE installed in DEV, SSO configured	First phase to begin 1Q of 2017.	1 2 3 4 5 6	1 2 5 6	6		

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				- 3Q 2017 – HR Profile installed in DEV, Testing in progress - 4Q 2017 – PROD install						
Office of Computer and Information Services	VP/Chief Information Officer	Security: Defense-in-Depth approach needs to be implemented at SCCC	Stephen Clark	Timeline: 18-24 months Success metrics Six months to develop a defense in depth model, create evaluation method such as ACDC method and identify needs. Twelve months to Implement a layered approach if budgets are approved. Six months to Complete configurations and identify re-evaluation process.	In process.	1 2 3 4 5 6	1 2 5	6		
Office of Computer and Information Services	VP/Chief Information Officer	Creation of an Information Security unit	VP/Chief Information Officer, Director of Information Technology	Timeline: Summer 2017 Success metrics 80% completed by Sumer 2017, Information Security program in place by December 2017	Summer 2017 deployment.	1 2 3 4 5.	1 2 5 6	6		

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Office of Computer and Information Services	VP/Chief Information Officer	Deployment of Windows 10	Associate Director Computer Support Services	Timeline: 18-24 months Success metrics (60% complete by 6/30/17)	In process.	1 2 3 4 5 6	1 2 5 6	6		