

APPENDIX L: OPERATIONAL PLANNING (CENTRAL) TEMPLATE

INSTITUTIONAL GOAL:						
<i>EXECUTIVE RESPONSIBILITY:</i>						
MEASURABLE INSTITUTIONAL OBJECTIVE:						
<i>ADMINISTRATIVE RESPONSIBILITY:</i>						
A	B	C	D	E	F	G
OPERATIONAL INITIATIVE			ASSESSMENT			
Description: List a plan for an operational initiative that will be undertaken to accomplish this objective, and the area (unit, dept., division) in which the activity will take place.	Lead Responsibility: Who will make sure the initiative is accomplished?	Support: What guidance, resources, & support are needed to accomplish this activity?	Method: How will achievement of the objective be assessed or evaluated?	Target: What results will indicate that the objective has been achieved?	Timeline: When will achievement of the objective be assessed? When will the results be reported?	Value: What decisions will this assessment or evaluation help the college make?
Follow-up: Discuss the use of results and any changes to resource allocation as a result of this planning process						

GOAL 1: Student Success – To foster the intellectual, physical, social, and civic development of students through excellent and rigorous academic programs and comprehensive student-support services.

EXECUTIVE RESPONSIBILITY:

OBJECTIVE 1.2 – The College will, during the period 2012-2017, increase the fall-to-spring persistence rates of all credit bearing students to 75% and fall-to-fall retention rates for FTFT students to 70% by supporting students through enhanced engagement with faculty, academic support, and student services.

ADMINISTRATIVE RESPONSIBILITY:

A	B	C	D	E	F	G
OPERATIONAL INITIATIVE			ASSESSMENT			
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.

GOAL 1: Student Success – To foster the intellectual, physical, social, and civic development of students through excellent and rigorous academic programs and comprehensive student-support services.

EXECUTIVE RESPONSIBILITY:

OBJECTIVE 1.3 – The College will, during the period 2012-2017, increase the three-year graduation rate of FTFT students to 20% through enhanced engagement with faculty, academic support, and student services.

ADMINISTRATIVE RESPONSIBILITY:

A	B	C	D	E	F	G
OPERATIONAL INITIATIVE			ASSESSMENT			
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.

GOAL 2: Community Development/Societal Improvement – To promote the social and economic development of the community we serve.

EXECUTIVE RESPONSIBILITY:

OBJECTIVE 2.1 – The College will enhance the local workforce by increasing partnerships with key employment sectors and offering programs to address the employment skills gap in Suffolk County.

ADMINISTRATIVE RESPONSIBILITY:

A	B	C	D	E	F	G
OPERATIONAL INITIATIVE			ASSESSMENT			
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.						

GOAL 2: Community Development/Societal Improvement – To promote the social and economic development of the community we serve.

EXECUTIVE RESPONSIBILITY:

OBJECTIVE 2.2 – The College will expand targeted outreach to non-traditional constituents to increase the number of non-traditional students served through continuing education and traditional academic programs.

ADMINISTRATIVE RESPONSIBILITY:

A	B	C	D	E	F	G
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.

GOAL 2: Community Development/Societal Improvement – To promote the social and economic development of the community we serve.
EXECUTIVE RESPONSIBILITY:

OBJECTIVE 2.3 – The College will enhance community enrichment through increased participation in social and cultural events, initiatives, and activities conducted by the College or in partnership with external stakeholders.
ADMINISTRATIVE RESPONSIBILITY:

A	B	C	D	E	F	G
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.

GOAL 2: Community Development/Societal Improvement – To promote the social and economic development of the community we serve.
EXECUTIVE RESPONSIBILITY:

OBJECTIVE 2.4 – The College will expand partnerships with local high schools, school districts, and other higher education institutions to ensure successful and smooth transitions from high school to college.
ADMINISTRATIVE RESPONSIBILITY:

A	B	C	D	E	F	G
OPERATIONAL INITIATIVE			ASSESSMENT			
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.

GOAL 3: Access and Affordability – To provide access to higher education by reducing economic, social, geographic and time barriers.
EXECUTIVE RESPONSIBILITY:

OBJECTIVE 3.1 – The College will improve access by developing needed facilities and reducing geographic barriers associated with campus structures and topography through the implementation of the Capital Program as evidenced by specific project completion each year.

ADMINISTRATIVE RESPONSIBILITY:

A	B	C	D	E	F	G
OPERATIONAL INITIATIVE			ASSESSMENT			
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place.						
Follow-up: Comment on connection of initiative to integrated planning, including budgeting.						

GOAL 3: Access and Affordability – To provide access to higher education by reducing economic, social, geographic and time barriers.						
EXECUTIVE RESPONSIBILITY:						
OBJECTIVE 3.2 – The College will reduce the economic barriers to higher education by maximizing institutional efficiencies in order to minimize increases in College operating costs, as evidenced by the budget.						
ADMINISTRATIVE RESPONSIBILITY:						
A	B	C	D	E	F	G
OPERATIONAL INITIATIVE			ASSESSMENT			

Description: List a plan for an operational initiative that will be undertaken to accomplish this objective, and the area (unit, dept., division) in which the activity will take place.	Lead Responsibility: Who will make sure this action plan is accomplished?	Support: What guidance, resources, & support are needed to accomplish this action plan?	Method: How will achievement of the objective be assessed or evaluated?	Target: What results will indicate that the objective has been achieved?	Timeline: When will achievement of the objective be assessed? When will the results be reported?	Value: What decisions will this assessment or evaluation method help the college make?
Follow-up: Comment on connection of initiative to integrated planning, including budgeting.						

GOAL 3: Access and Affordability – To provide access to higher education by reducing economic, social, geographic and time barriers.						
EXECUTIVE RESPONSIBILITY:						
OBJECTIVE 3.3 – The College will reduce the economic barriers to higher education associated with limited financial aid by increasing the number of applications for and awards of both merit- and need-based scholarships, as evidenced by Foundation update reports, by Fall 2017.						
ADMINISTRATIVE RESPONSIBILITY:						
A	B	C	D	E	F	G

OPERATIONAL INITIATIVE			ASSESSMENT			
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.						

GOAL 3: Access and Affordability – To provide access to higher education by reducing economic, social, geographic and time barriers.

EXECUTIVE RESPONSIBILITY:

OBJECTIVE 3.4 – The College will reduce social, geographic, and time barriers to academic success through the enhancement of online, web and/or mobile academic and student support by increasing the availability, accuracy and currency of courses, applications and content, as well as the ease and convenience of delivery.

ADMINISTRATIVE RESPONSIBILITY:

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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.						

GOAL 4: Institutional Effectiveness – To monitor and assess the performance of the institution to ensure continuous improvement in achieving the mission, vision and goals of the college.

EXECUTIVE RESPONSIBILITY:

OBJECTIVE 4.1 – All divisions, departments, programs, services and units of the College will, through the implementation of an integrated planning system, monitor and assess outcomes and communicate evidence that assessments have been used toward continuous improvement in achieving the College’s mission, vision, and goals during the period 2012-2017.

ADMINISTRATIVE RESPONSIBILITY:						
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OPERATIONAL INITIATIVE			ASSESSMENT			
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.						

GOAL 5: Communication – To promote transparent and effective communication within the college community and between the college community and external constituencies.

EXECUTIVE RESPONSIBILITY:

OBJECTIVE 5.1 – Each year during the period 2012-2017, the College will, through written, electronic and face-to-face communication, issue college-wide communication to administrators, faculty, staff, and students in order to promote effective

internal communication. In addition, each campus will develop methods to deliver and receive departmental and divisional input about their mission-related activities.

ADMINISTRATIVE RESPONSIBILITY:

A	B	C	D	E	F	G
OPERATIONAL INITIATIVE			ASSESSMENT			
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.						

GOAL 5: Communication – To promote transparent and effective communication within the college community and between the college community and external constituencies.

EXECUTIVE RESPONSIBILITY:

OBJECTIVE 5.2 – Each year during the period 2012-2017, the College will, through written, electronic and face-to-face communication, issue information to external constituents and stakeholders about College and student initiatives and accomplishments, as well as community outreach programs, in order to promote the value the College brings to Suffolk County and its citizens.

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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.

GOAL 6: Diversity – To reflect the ethnic, demographic, and economic composition of Suffolk County.

EXECUTIVE RESPONSIBILITY:

OBJECTIVE 6.1 – Each year during the period 2012-2017, the College will foster and demonstrate measurable improvement in

decreasing ethnic disparities within its instructional and non-instructional faculty and staff for pan-cultural groups.

ADMINISTRATIVE RESPONSIBILITY:

A	B	C	D	E	F	G
OPERATIONAL INITIATIVE			ASSESSMENT			
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.						

GOAL 6: Diversity – To reflect the ethnic, demographic, and economic composition of Suffolk County.

EXECUTIVE RESPONSIBILITY:

OBJECTIVE 6.2 – Each year during the period 2012-2017, the College will decrease achievement disparities among pan-cultural groups and across socioeconomic groups by developing partnerships and approaches aimed at decreasing the need for developmental education, improving the rate of persistence Fall-to-Spring for first-time, full-time freshmen, and improving graduation and transfer rates for these populations.

ADMINISTRATIVE RESPONSIBILITY:

A	B	C	D	E	F	G
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Follow-up: Comment on connection of initiative to integrated planning, including budgeting.