

Suffolk
COUNTY COMMUNITY COLLEGE

Promises Made

Promises Kept

Presidential Accomplishments to Date
Linked to Institutional Goals Within the Strategic Plan

January 18, 2018





Through strong, decisive executive leadership, the following list of significant achievements has been realized since my selection as the President of Suffolk County Community College in March 2010. Below you will find these major accomplishments categorized within the appropriate Institutional Goal found within the College's Strategic Plan.

More detailed information on the full range of accomplishments attained during each academic year of my presidential tenure can be found in the annual Review of Accomplishments, which chronicles the College's progression and annual advancement, and is available on line.

I submit these items for review, in light of the clearly significant accomplishments attained to date.

Institutional Goals

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.

- Responsible for almost $28 million in external grant funding and an average of 39 yearly grant awards since 2010 – including the largest award in the College's history – $2.9 million over a four-year period for training in three career pathways: Advanced Manufacturing, Healthcare Information Technology and Cybersecurity.



- Leading the design and development of, and programming for, the College's new Renewable Energy/STEM Center that will address regional training and education demands related to energy management, alternative energy technologies, sustainability studies and cybersecurity.
- Developed and launched a tobacco-free college policy.
- Unified disparate campus athletics programs (Clippers and Longhorns), into a single NJCAA-Division III team identity, the Suffolk Sharks; since 2010, the Sharks have won 26 team and individual national championships.
- Developed and launched the College mascot, Finn.
- Introduced a co-ed equestrian team and women's lacrosse team to the College.
- Created strategic transfer pathways with St. John's University, Long Island University, Stony Brook University and numerous SUNY institutions.
- We are pursuing expansion of our automotive technology program facilities to accommodate the space demands resulting from numerous new partnerships: Fiat Chrysler automobiles and the Subaru-University manufacturer's training program have been added to the curriculum; the MOPAR Career Automotive Program offered through the FCA Performance Institute has also been added.
- Supported partnership development with a broad range of organizations as part of a strategic cornerstone for advancing the College's growth and stature. In addition to extensive secondary and post-secondary educational institutions, partnerships have included: United Way-Youth Build, Urban League of Long Island, Northwell Health; Hauppauge Industrial Association; Long Island STEM Hub; and the Long Island Regional Advisory Council for Higher Education (LIRACHE).
- Launched Achieving the Dream initiative; implemented a multi-year action plan targeting student success initiatives that will lead to equitable experiences for African American and part-time students.
- Presided over eight commencement ceremonies, where the number of students meeting the eligibility requirements to graduate were record-setting.
- Developed off-hours degree course modules (early morning, evening, and weekends) that enables students to attend college when it is most convenient for them.
- STEP and C-STEP programs promote the STEM disciplines and academically support over 300 underrepresented and educationally-disadvantaged high school students; the Liberty Partnerships Program prepares at-risk students in grades 7-12 for success in college or the workplace.
- Hosted the 2017 SUNY Undergraduate Research Conference-East (SURC). This was the first time in the history of the event that a community college was selected to serve as a host. The Conference brought together over 350 undergraduate student researchers and faculty mentors from across the SUNY and CUNY systems for a full day of activities, including sessions devoted to student presentations (performance, artistic, and scientific). The Foundation successfully secured funding to underwrite the conference and endowed a scholarship for community college STEM scholars, from the Shwachman Diamond Project. No prior SURC has ever been sponsored externally.
- Instituted Office of Veterans Affairs and staffed Veterans Resource Centers on each campus.
- Within the Division of Student Affairs, expanded support for the college-wide Office of Mental Health, the offices of Study Abroad, International Students, and Disability Services.
- Dedicated a portion of the Eastern Campus as Veterans Plaza in memory of all who served and as a tribute to veterans past and present.
- Hosted the Suffolk County Veteran Career Expo in collaboration with the Suffolk County Department of Labor.













- Announced that the College will be offering courses at the 106th Air Rescue Wing in Westhampton Beach starting in the spring 2018 semester.
- Launched the College's Internet Radio Station.
- Initiated Spirit Week and Finish Strong programs as part of our planning to enhance retention and bolster completion.
- Reduced the College's three-year cohort student loan default rate for financial aid awarded through the Federal Family Education Loan Program and the Direct Loan Program nearly in half.
- Directed the workflow necessary to fully respond to Governor Andrew M. Cuomo's announcement regarding creation of the New York State Excelsior Scholarship.
- Introduced new academic programs, including Cybersecurity, EMT/Paramedic, Physical Education Studies, Advanced Manufacturing, and expanded the LPN program to the Eastern Campus; new programs in Dental Hygiene, Sonography/Radiology and Fashion Merchandising are currently under review by SUNY.
- Modified College's Nursing degree from an AAS to an AS degree.
- Made substantive program revisions to over 30 curricula.
- Submitted 26 programs for discontinuation.
- Following extensive review of the College's course inventory, submitted 95 courses for SUNY General Education approval.
- Submitted required documents to obtain approval for our second online program – a Business Management certificate.
- Led a team of over 80 faculty members in the design, implementation and completion of the five-year, $2-million Title III project. The grant engaged and supported students by: electronically enabling enrollment and admissions; reorganizing and improving faculty academic advising; instituting an academic early warning and intervention system; developing repositories of online learning objects for 20 high-enrollment gateway courses; and unifying online and in-person student support resources through a Virtual Learning Commons (VLC).
- Worked with governance to revise and expand the College's academic integrity, add/drop, late registration and academic probation policies and procedures.
- Initiated a comprehensive review of all university partnerships and articulation agreements.
- Took the lead in designing a SUNY mobility survey to address the transfer experience within SUNY. This work eventually led to a statewide requirement for all associate degrees to consist of 64 credits or fewer. Directed the collective efforts of student affairs, college administrators, program faculty, staff, and governance bodies to meet SUNY's seamless transfer expectations.
- Managed the effort to schedule college visits to Long Island based four-year institutions for transferring Suffolk students through the Position Your Transition initiative.
- Evaluated and modified the College's development education placement policies.



2. Community Development/Societal Improvement

To promote the social and economic development of the community we serve.



- Developed the institution's ability to respond to emerging workforce needs and changing demographics by developing robust training program options that enabled students to earn national credentials and secure work-ready skills in areas such as welding, CNC machining, quality control, mechanical assembly, blueprint reading and soldering in order to meet the area's economic development priorities.
- Provided leadership in shaping the region's advanced manufacturing and workforce training; more than 1,100 grant-funded and tuition-based students have enrolled in Advanced Manufacturing Training Programs since 2010.
- Developed cutting-edge industry training facilities and annually hosted a Manufacturing Day Symposium to support the College's programs and network with industry leaders and elected officials.
- Presented a highly successful Cybersecurity Conference for industry leaders in order to promote our new degree program and positioned the College as a central resource for business decision makers.
- Suffolk's model for workforce development training has enabled the institution and its students to enjoy transformative success; the College has been recognized nationally for its success in workforce and economic development.
- Piloted mobile maker spaces on our campuses through grant-funded support.
- Recently hired a Senior Associate Vice President for Workforce Development and STEM CTE to help provide direction of this area.
- Redesigned the structure of the Office of Career Services, placing added emphasis on internships; hundreds of our students now hold internships at over 275 regional, state and national organizations.
- Welcomed thousands of participants to the Eastern Campus as served as the site of the American Cancer Society's Making Strides Against Breast Cancer Walk for the second consecutive year.
- Recognized by Ad Astra Information Systems for exceptional management of our academic master schedule.
- Advanced our institution's reputation through the following national and state appointments:



American Association of Community Colleges (AACC): Presidents Academy Executive Committee (PAEC); Commission on Diversity, Inclusion and Equity; the 21st Century Initiative Implementation Steering Committee and Implementation Team; Co-Chair the Legislative Committee for the African American President's Roundtable.

Long Island Regional Economic Development Council (LIREDC): Co-Chair of the Workforce, Education and Veterans work group.

New York Community College Association of Presidents (NYCCA): Futures Task Force to address the issue of local sponsors meeting their fiscal obligation to support their community college.

State University of New York: Selected by the Chancellor and SUNY's Board Chairman to represent all SUNY community colleges during advocacy meetings with State Legislators; SUNY Remediation Task Force to address remediation education at the college level; Co-Chair the "Entrepreneurial Century," one of six major focus areas in the SUNY strategic plan; Chancellor's Advisory Group on Leadership and Professional Development.

Association of Community College Trustees: President's Leadership Academy.





- Launched the Presidential Lecture Series to engage the college community in meaningful conversations while also enhancing community enrichment. Examples of past guest include: Ndaba Mandela, grandson of the South African activist and former president, Nelson Mandela; Rick Klein, Director-ABC News; Alisa Miller, CEO of Public Radio International; ZimKids Orphan Trust.
- Established a new SCPD Community Relations Bureau on the College's Michael J. Grant Campus; through this substation, we will support our police and our neighbors as they work together to make our communities safer.
- As President, I have been recognized externally as an honoree with 11 awards presented by various community nonprofits and business organizations; during my tenure, I have also been invited by external constituencies (regional, national, and international) to provide the keynote address, deliver remarks, serve as a panelist and presenter on over 100 occasions.
- Ensured that the College aided other communities by taking the lead when natural disasters occurred, such as Superstorm Sandy; hurricanes in the Caribbean; and the earthquake in Haiti. Local support included opening our Michael J. Grant Campus as a staging area for utility vehicles, first responders and out-of-state utility crews, as well as hosting evacuated pets on our Eastern Campus.
- Promoted the growth of community service as a core value at the institution as evidenced through such activities as: alternative spring break, immunization clinics, blood drives, food pantry drives, as well as beach and campus clean-up events.
- Prepared for and hosted numerous delegation visits to the College by groups representing SUNY administration and the SUNY Board of Trustees, New York State Office of the Governor, varied state and county elected officials, international delegations from China, South America, Mexico, Europe, and Trinidad and Tobago.



3. Access and Affordability

To provide access to higher education by reducing economic, social, geographic and time barriers.

- Annually developed and managed operating budgets in excess of $200 million dollars; successfully addressed the structural imbalances generated by utilizing reserve funds to balance the operating budget.
- The Suffolk County Legislature has complimented the College for its fiscal restraint since 2011 and has expressed its appreciation to our Board of Trustees for the institution's annual decisions related to the implementation of only modest tuition increases that have enabled the College to remain affordable and accessible to its students.
- Proactively diversified the College's funding base, enhanced the use of technology, established innovative partnerships, implemented internal efficiencies, and developed cost avoidance and cost savings strategies in order to maintain Long Island's lowest annual tuition of any institution of higher education.
- Managed the institution in a fiscally conservative manner in order to maintain a lean operation while still meeting the teaching and learning needs dictated by our mission.
- Monitored the College Association budget to ensure sufficient support for student activities was consistently available.
- Implemented the most robust capital program in the history of the College. Directed design and construction of five major buildings across the College's campuses, including the Learning Resource Center ($32.4 million) and the Workforce Technology and Development Center ($5.6 million) at the Michael J. Grant Campus; the William J. Lindsay Life Sciences Building ($29.8 million) at the Ammerman Campus; and the Learning Resource Center ($14.5 million) and a Health and Wellness Facility ($21.7 million) at the Eastern Campus. Negotiated Project Labor Agreements for these major buildings.
- Led the effort to secure funding at the state and local level for a Renewable Energy/STEM Center to address regional training and education demands related to green technologies, energy efficiency, cybersecurity and sustainability ($19.5 million).
- Successfully worked with union and elected officials to secure $41.5 million in capital project funding to address deferred maintenance and infrastructure needs on each campus.
- Currently directing restoration and refurbishment of the Sagtikos Library space ($6.1 million), renovations to Kreiling Hall ($3.5 million) and the Smithtown Science Building ($5.7 million), and expansion of the Workforce Development Training Center ($2.4 million).
- Enhanced parking and traffic safety on the Ammerman Campus ($3.7 million).
- Directed necessary upgrades to campus support buildings: Plant Operations on the Michael J. Grant Campus ($3.6 million), and warehouse facilities on the Eastern and Ammerman campuses ($1.8 million).
- Unveiled a new, state-of-the-art observatory on the Ammerman Campus.
- Upgraded the flooring, windows and exteriors in the NFL administrative building.
- To support emergency preparedness, invested in necessary upgrades to electrical service to support the use of large portable generators.
- Completed major technological enhancements to the Field House on the Michael J. Grant Campus, including a comprehensive acoustic and engineering upgrade.
- Renovated space on the Eastern Campus to establish a one-stop center that centralizes on-campus student support and student enrollment services.
- Secured funding to update the College's master plan, last amended in 2000.











- Researched out-of-County tuition chargebacks and reasons students from Suffolk choose to attend Nassau Community College; adjusted program offerings and marketing to address issues brought forth from the survey.
- Initiated and fulfilled first major gifts effort in College's history, raising over $7 million in revenue.
- Publically announced first bridge campaign to raise a total of $10 million by 2020.
- Cultivated a $1 million gift – the largest ever received from a Suffolk graduate.
- Led College's Foundation in raising over $1 million per year over the past five years; the Foundation currently disburses more than $650,000 in student scholarships annually.
- Created the Stay on Long Island Initiative (SoLII), now partnering with 12 regional colleges/universities and responsible for more than $5 million in scholarships for Suffolk students.
- Established NYS Presidential Transfer Scholarship currently being supported by eight partnering institutions.
- Our Dual Enrollment Program with high schools is up 81.5% over the past four years, and our Early College Program has grown by 250% over the same period; together, these programs generated 18,200 college credits this past academic year alone.
- Increased the College's emphasis on the Science, Technology, Engineering & Mathematics (STEM) fields ahead of the national trend. Today, Suffolk is one of only a handful of community colleges nationally that have been awarded grant funds totaling over $2.6 million, covering a 15-year period of funding for STEM student scholarships. During that period, hundreds of students have also received paid research internships.
- Implemented a new scholarship management software program; this online option has consistently generated an increase in the number of student scholarship applications.



- In 2011, the College entered into its first early intervention pilot program in partnership with the Hampton Bays School District. The pilot yielded a marked reduction in the number of remedial students entering the College from Hampton Bays High School. In 2016, the College took the information that was learned through the pilot program and began working in partnership with McGraw-Hill and 15 Suffolk County high schools to conduct a mathematics early intervention study involving nearly 1,000 Long Island high school seniors. This effort will help the high schools identify students who might be at risk for developmental placement, providing the high school with sufficient time to remediate the student before they reach college.
- Selected by SUNY to assist with the Quantway Pathway pilot and eventually chosen for a leadership role in the broad expansion of this accelerated program that efficiently moves students through developmental mathematics sequences.
- Established the College administration and its students as leaders in advocating elected officials at the local, state and national level to encourage support for community colleges and community college students.
- Successfully advocated for restoration of FTE base aid and child care subsidies at the state level.
- Worked with the Board of Trustees, the leadership from our collective bargaining units and my administration to advocate for a multi-year plan for sustainable sponsor contributions.
- Implemented new food service arrangement with Aramark, inclusive of a new meal plan charge; considerable construction, renovation and back office work was involved with this transition. A new Moe's and a new Starbucks location were opened on the Ammerman Campus this year.
- Led the transition in technology to complete the College's migration to the Banner enterprise resource software system; completed the upgrade to Windows 7 for all desktop computers; updated the College's portal to provide greater user capacity and expanded features to faculty, staff and students; advanced the implementation of the Blackboard online learning management system, inclusive of completing 100 training sessions and the migration of thousands of faculty course files to the respective instructor's new network folders.
- Implemented official e-transcripts.











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.

- Successfully guided the College from Middle States "warning" status into full compliance with all standards, inclusive of seven commendations from the Middle States team and subsequent recognition by SUNY for our accreditation processes.
- Currently directing the College's preparation for its reaccreditation visit in the spring of 2018.
- Led the College's strategic planning effort, inclusive of creating the Office of Planning and Institutional Effectiveness (OPIE); collaborated with hundreds of internal and external constituents to establish institutional goals and develop measurable institutional objectives for the Strategic Plan.
- Implemented a Comprehensive Assessment Plan for Institutional Effectiveness (CAPIE).
- Introduced and implemented integrated planning at the College, tying related elements together—strategic and operational planning, budget and resource allocation, and all associated assessments and evaluations. The model links the College's six Institutional Goals contained in its Strategic Plan, with my Presidential Goals, Middle States standards, Achieving the Dream competencies, and the Voluntary Framework of Accountability (VFA). This integrated planning model promotes a consistent approach to planning and serves to ensure the College meets its accreditation responsibilities.
- Annually reviewed and monitored site visits for externally accredited programs at the College, such as: the National Automotive Technicians Education Foundation (NATEF), the Accreditation Commission for Education in Nursing (ACEN), the American Veterinary Medical Association (AVMA), the American Bar Association (ABA), and the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP).
- Worked with shared governance to adopt a set of learning goals for all students; assessment of Institutional Education Goals are now part of annual reporting.
- Assessed information technology services across the College and implemented a number of initiatives and organizational changes to better leverage IT resources across the College, mitigate information security risks, and enhance coordination of IT efforts.





- Monitored College participation in dozens of green sustainable projects including energy efficiency and energy curtailment that included installing high efficiency heating and air conditioning, and LED lighting across campus facilities; since 2010, the institution's total revenue from rebates, energy efficiency projects and grants totals in the millions of dollars.
- Advanced academic programming and facilities sustainability across all of the College's campuses; all major new buildings opened during my presidency have met the rigorous standards necessary to qualify for LEED certification.
- Created the Office of Sustainability, in order to reduce the institution's carbon footprint and save the College millions of dollars over a ten-year period. Now in year three of the agreement, savings realized through the behavioral-based energy performance contract with Cenergistic Energy Consultants total over $2 million.
- Developed and implemented a five-year enrollment management plan to enhance recruitment, retention and educational programs; effectively led the institution through a period of demographic change that saw a leveling-off in enrollment since 2012.
- Provided sustained operating budget relief – saving the College millions of dollars – through a combination of prudent fiscal management and successful negotiation of increased class size ("plus 2"), lag payroll, zero-growth budgets and employee givebacks that included multiple years of wage freezes (zero increase); in addition, exempt employees agreed to surrender their Cost of Living Adjustments. The changes that were implemented, represented the first time a contract at the College was renegotiated before the existing contract had expired.
- Initiated online employee training modules to cover topics such as discrimination, sexual harassment, workplace violence, bullying, FERPA and OSHA compliance, racial discrimination and supervisory responsibility.
- Completed upgrades to the College's fiber and networking infrastructure that have yielded enhanced redundancy, sustainability and security for our network systems.
- Implemented a paperless payroll for College employees.
- Announced the implementation of a secular calendar.
- Implemented the Unimarket purchasing system.
- Formed a Cabinet that is a unified, top-performing and highly motivated team.
- Provided strong, decisive executive leadership that has built employee values and expectations, driving collaborative efforts toward the College's vision and mission, thereby achieving strategic goals and institutional success.
- Periodically made the decisions necessary to realign staffing responsibilities to better support institutional priorities; these include adding leadership in risk mitigation, separating the roles of VP for Academic and Student Affairs, implementing Deans of Instruction, special events and facilities use planning.





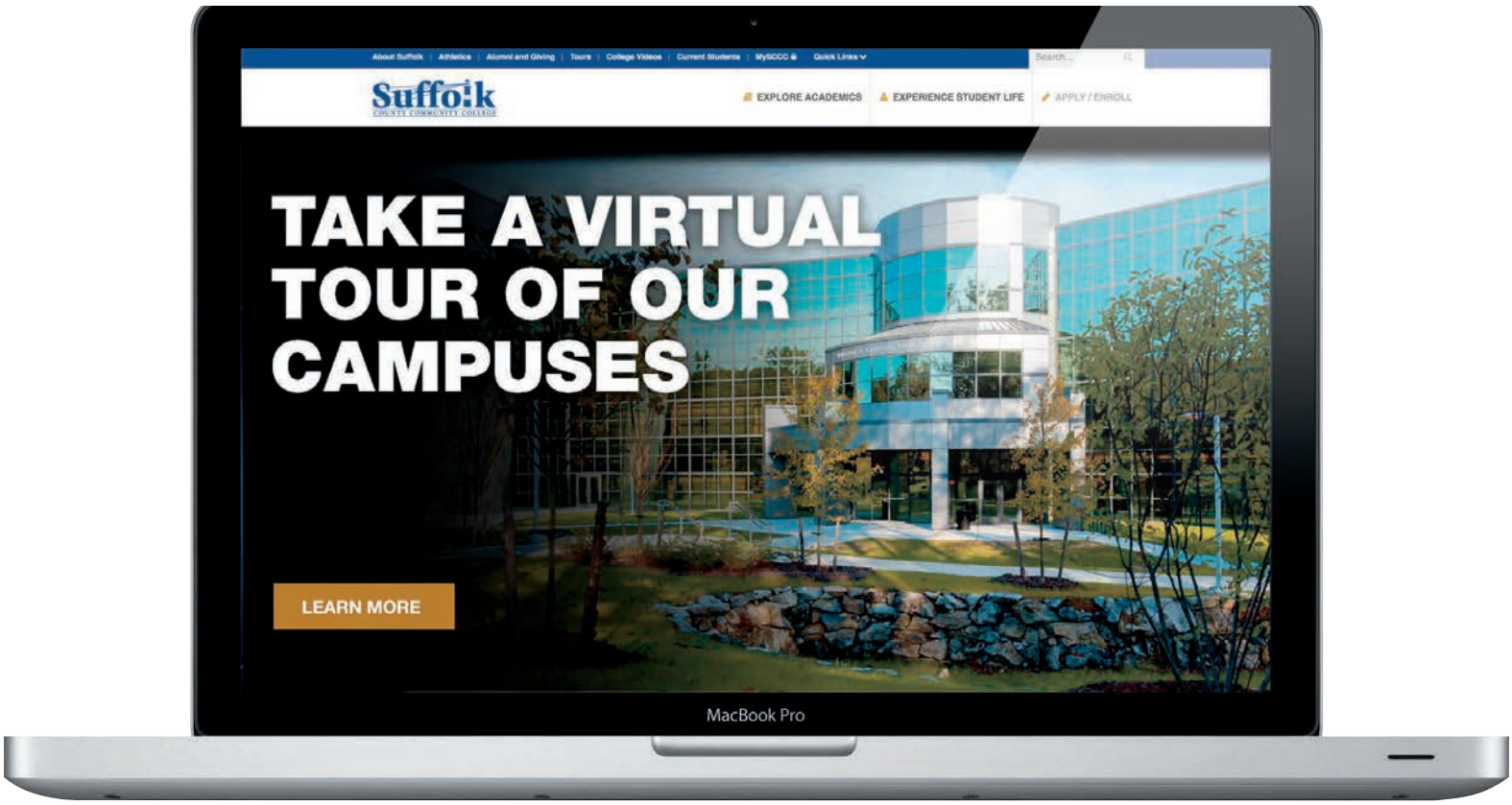




5. Communication

To promote transparent and effective communication within the college community and between the college community and external constituencies.

- Enhanced Suffolk's public image, garnering more than 50 national and state awards for marketing and communications.
- Through effective messaging delivered through multiple media channels, successfully strengthened the College brand, increased the institution's visibility, supported enrollment management initiatives, and developed its social media and YouTube presence.
- Implemented 25-Live event management and facilities scheduling software.
- Overhauled College's website, inclusive of compliance with Americans with Disabilities Act (ADA) standards and implementation of a new content management system.
- Implemented the development of microsites on the College's website in order to communicate in a more efficient, timely manner about situations or activities that included extensive details/content.
- Introduced the use of unique URL landing pages to assist in capturing potential student contact information in support of enrollment management initiatives.
- Introduced virtual campus tours and completed an online virtual student orientation option to bolster student communications through the use of technology.
- Completed the development of the College's first mobile app and the introduction of text messaging functionality to enhance student communication.



- Improved the annual agenda for Professional Development Day and placed greater emphasis on Convocation by implementing themes such as equity, assessment, and curriculum design.
- Leveraged events at the Field House to showcase the College and its facilities to thousands of guests attending events such as the Long Island Pet Expo, the Hauppauge Industrial Association Trade Show, the Long Island Home Show, Suffolk County High School Track Championships, Suffolk County Boys and Girls high school basketball championships, Suffolk County Boys wrestling, Special Olympics, New York State Boys and Girls high school volleyball championships, Epic Cheer, and the Yonex U.S. Badminton Championships.
- Introduced the use of Town Hall forums during each semester as a method of direct communication between the President and the campus communities, including their student leaders.
- Hosted community leader forums to present updates on College activities and to strengthen community engagement objectives.
- Implemented an annual summer meeting for Department Chairs and Assistant Chairs to address practical issues related to leading an academic department.
- Enhanced student and visitor communications through the installation of digital screens in public areas on our campuses.
- Built the infrastructure and staff skills necessary to simulcast presentations college-wide to the entire community.
- Established a central admissions call center in our Sayville Center to address the high volume of telephone calls seeking information related to admissions and the application process.
- Expanded central media services to assist with visual communications activities.
- Developed and communicated transfer information to Briarcliffe and Dowling College students impacted by the closure of these institutions.
- Initiated a calendar of campus visits for middle and high school students through outreach conducted in schools, churches and non-profits.

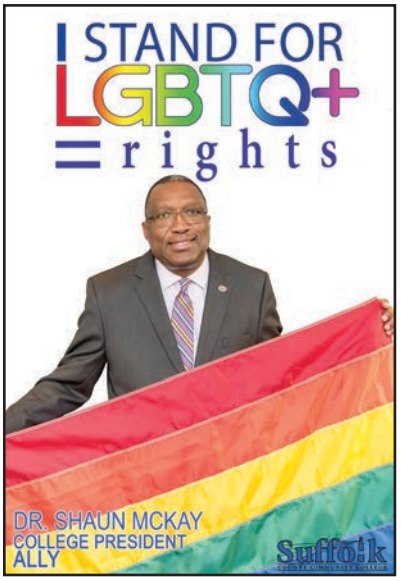












6. Diversity

To reflect the ethnic, demographic, and economic composition of Suffolk County.

- Established College's first Chief Diversity Officer position and invested in resources to support inclusion and diversity practices.
- Implemented mandatory diversity training for any individual empaneled for service on a campus or college-wide search committee; sessions are co-delivered by the Assistant Vice President for Employee Resources and the Affirmative Action Officer.
- Formed President's Diversity Council as a mechanism for capturing collective input that will lead toward effective decisions about modifying College policies and practices in a way that will yield enhanced student success.
- Reorganized the structure supporting multicultural affairs, including the establishment of the Center for Social Justice and Human Understanding, redirecting that organization to take the lead on multiculturalism and issues of social injustice.
- Ensured the College is able to successfully demonstrate its commitment to developing a well-coordinated approach for supporting diversity, equity and inclusion; within this process, I have dedicate sufficient resources in pursuit of our diversity agenda.
- Provided ongoing support for the college-wide LGTBQ+ Task Force and its work to improve our internal climate and educate the College community on inclusion issues; in addition to hosting events, the Task Force designated 14 restrooms across the campuses as "All-Gender," and launched a poster and social media campaign to promote support for LGBTQ+ rights.
- Continued to provide communications and information to link undocumented DACA students to resources available on and off campus.
- Inclusion and dialog have been further supported on our campuses through such efforts as the Minority to Majority Leadership Academy and a robust calendar of events and activities sponsored by student clubs, and the Center for Social Justice and Human Understanding.

Center for
SOCIAL JUSTICE &
HUMAN UNDERSTANDING
featuring the Holocaust Collection

When I became President, I promised during my Inauguration speech that I would work with my many colleagues, faculty, staff, and administrators, to leverage our resources so that we would continue to meet the expansive demands of Suffolk County and the residents we serve.

The completion of every element summarized above, brings us closer to attaining the goals within our strategic plan, which brings us closer toward attaining our mission.

Clearly, under my leadership and by working together, the College continues to be a dynamic institution that is building excellence, demonstrating success, and generating opportunities for all.



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