Suffolk County Community College
2017 – 2018 Operational Plan

Office of Planning and Institutional Effectiveness
October 2017

Suffolk County Community College
2017 -- 2018 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. 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.

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.

2017-2018 President's Goals:

1.a- Utilize Achieving the Dream data to enhance efforts outlined in the Student Engagement Plan to retain students and help them attain success, especially those students most at risk.

1. b- Respond to the Self-Study subcommittee recommendation to be more intentional in seeking student feedback about their educational experience at the College.

2. Lead the effort to expand workforce programs to address emerging needs of the county, especially in STEM fields.

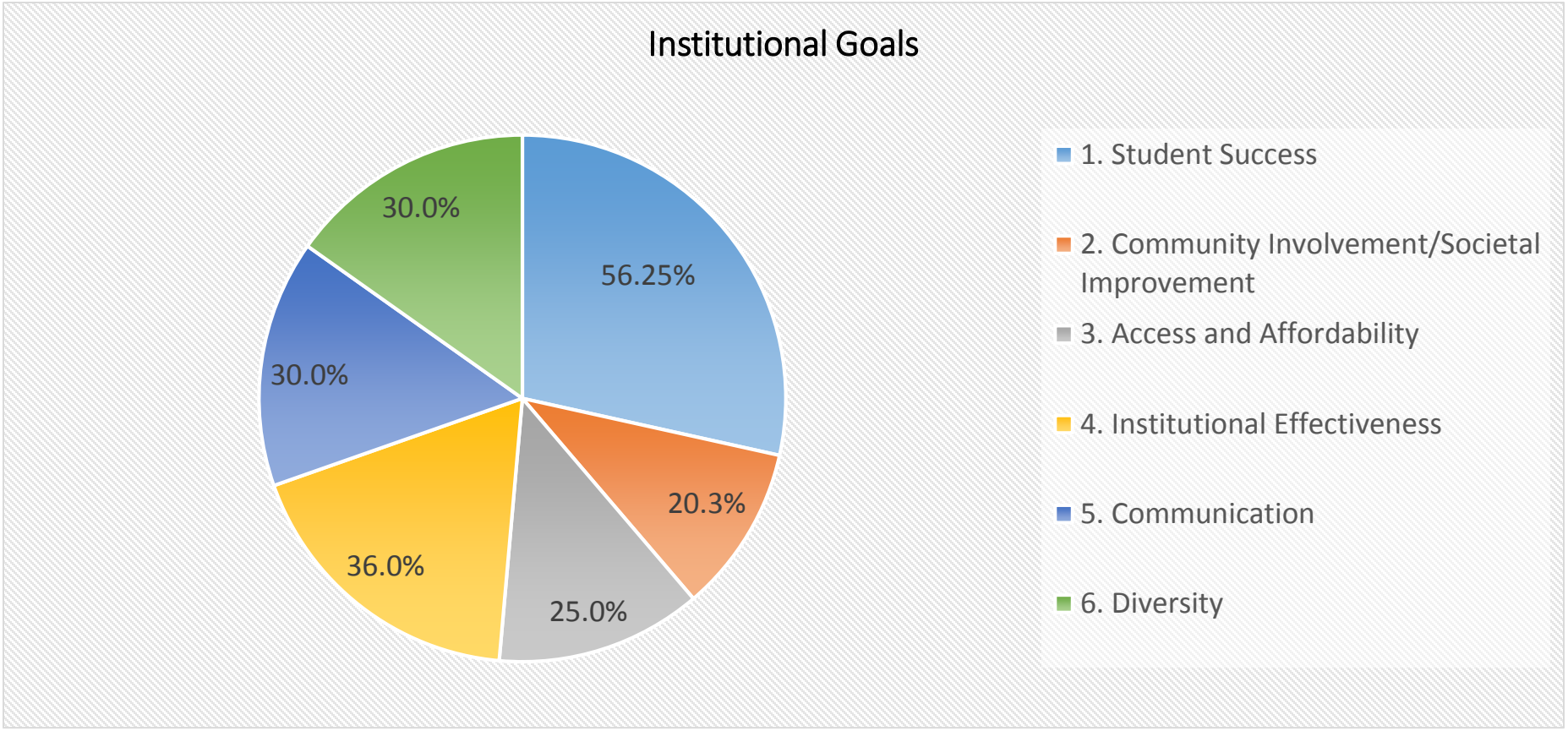
3. Through the rollout of the plans articulated in Distance Education Report and response to recommendations submitted by the Self-Study subcommittees, enhance on-line academic offerings and student support.

4. Take an active role in preparing for the Middle States Accreditation Team visit scheduled for Spring 2018, including responding to Self-Study subcommittee recommendations.

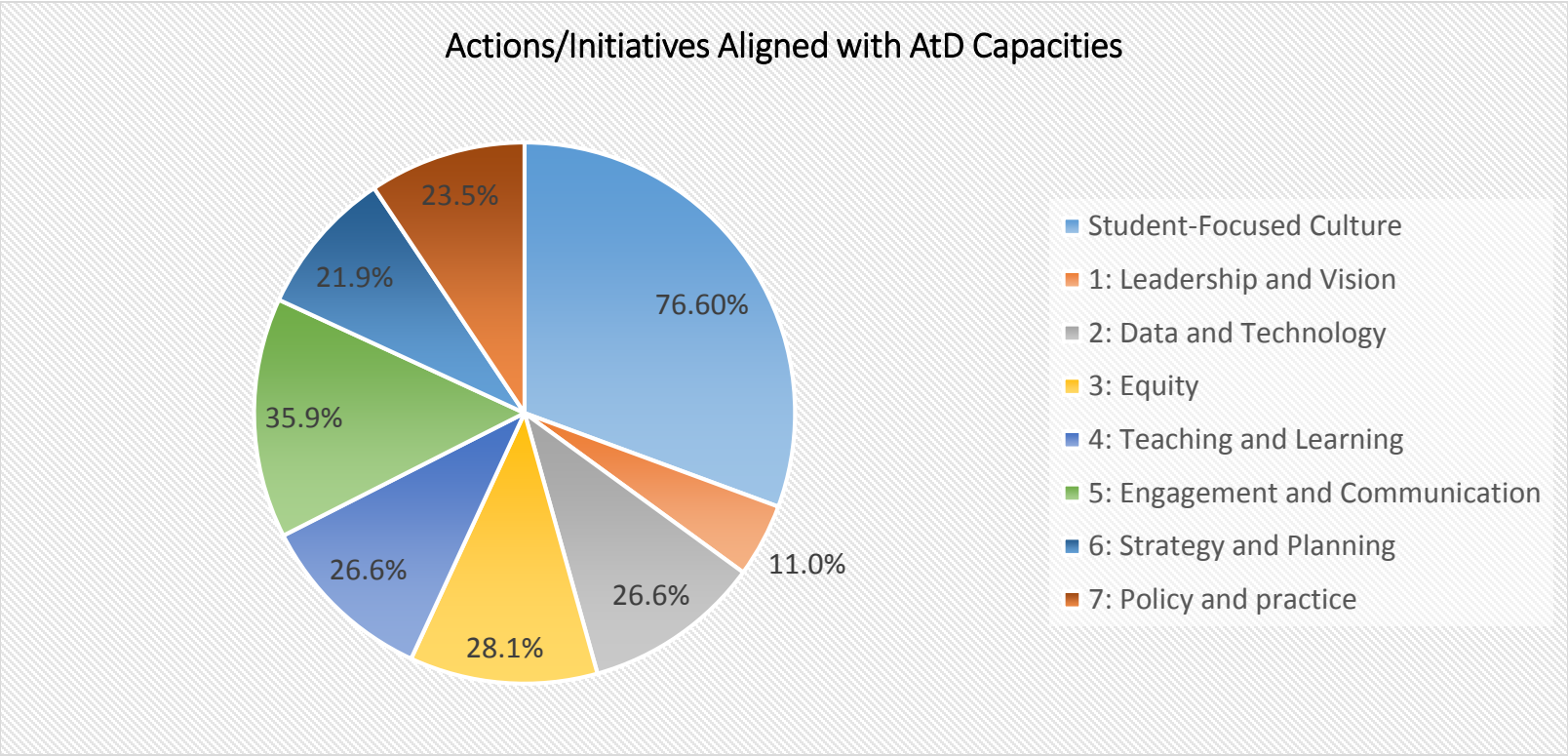
5. Incorporate many of the recommendations of the MSCHE Self-Study subcommittees into the website redesign and deployment.

6. Enhance the College's profile in the area of Social Justice, utilizing the Center for Social Justice and Human Understanding, AtD initiatives, the Diversity Strategic Plan, and information gathered through the Civil Rights audit.

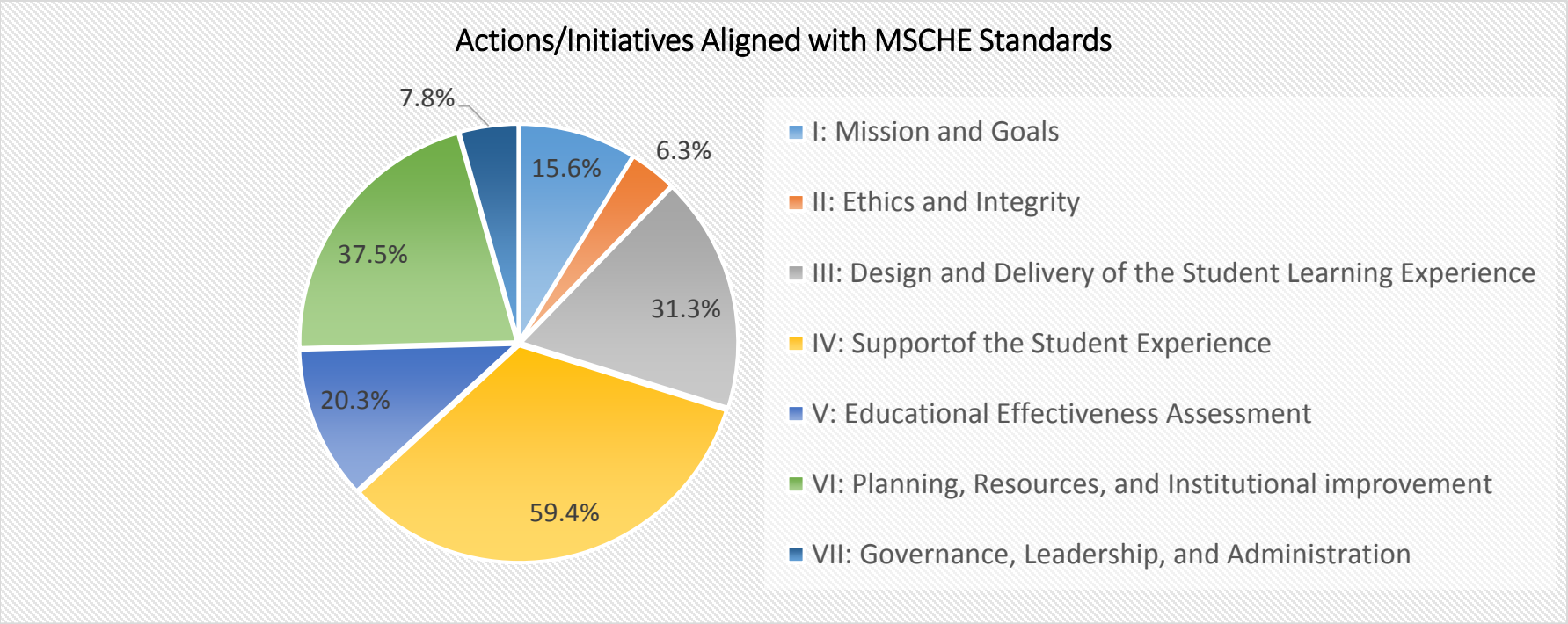
Sixty-four (64) targeted actions/initiatives were developed to operationalize goals of the Strategic Plan. The charts below indicate the percent of actions/initiatives addressing each focus area in the Goals, Standards, Capacities, and/or President's Goals.



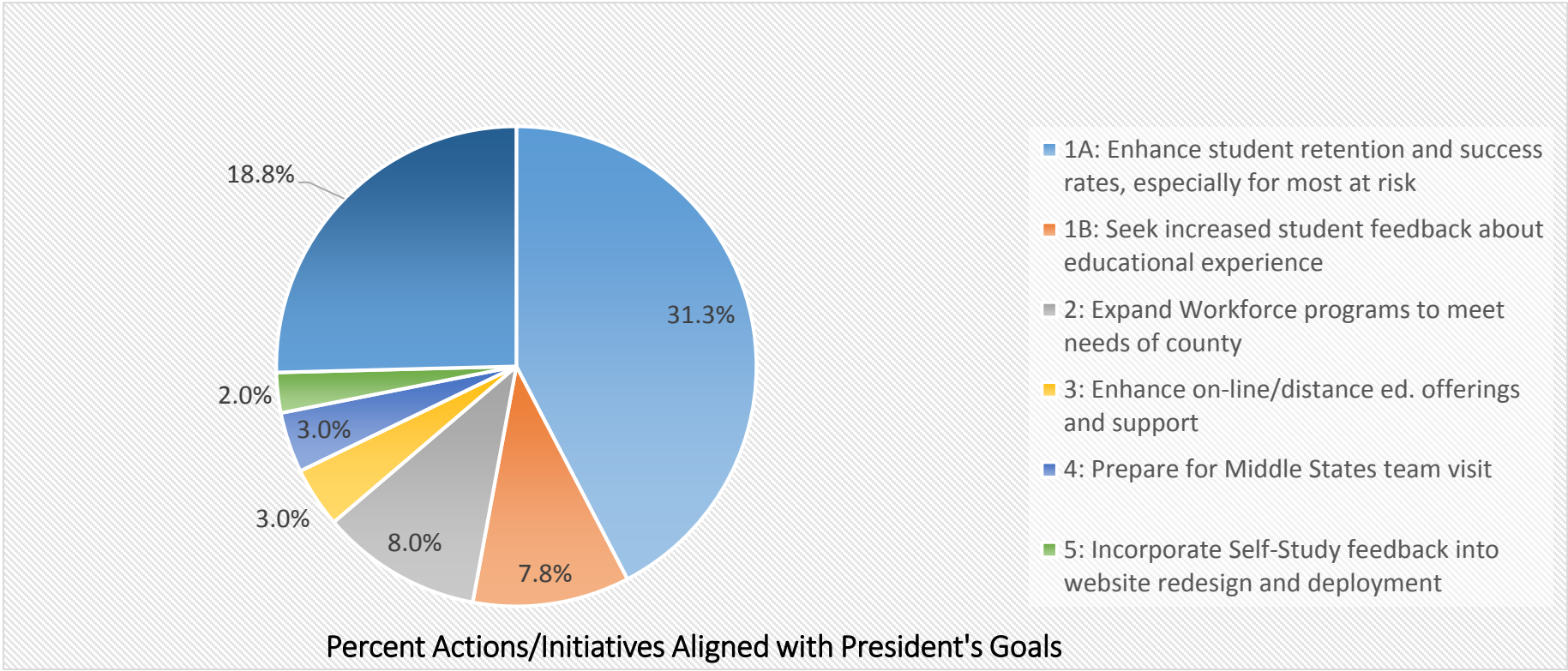
Percent of Action Items/Initiatives addressing each Institutional Goal (64 total Actions/Initiatives) An action or Initiative may be aligned with more than one IG.		#
IG 1. Student Success	**56.25%**	36
IG 2. Community Development/Societal Improvement	**20.30%**	13
IG 3. Access and Affordability	**25.00%**	16
IG 4. Institutional Effectiveness	**36.00%**	23
IG 5. Communication	**30.00%**	19
IG 6. Diversity	**30.00%**	19



Actions/Initiatives addressing AtD Capacities		
1. Leadership and Vision	**11.00%**	7
2. Data and Technology	**26.60%**	17
3. Equity	**28.10%**	18
4. Teaching and Learning	**26.60%**	17
5. Engagement and Communication	**35.90%**	23
6. Strategy and Planning	**21.90%**	14
7. Policy and Practice	**23.50%**	15
Student-Focused Culture	**76.60%**	49



Percentage of Actions/Initiatives addressing each Middle States Standard		
Standard I. Mission and Goals	**15.60%**	10
Standard II. Ethics and Integrity	**6.30%**	4
Standard III. Design and Delivery of the Student Learning Experience	**31.30%**	20
Standard IV. Support of the Student Experience	**59.40%**	38
Standard V. Educational Effectiveness Assessment	**20.30%**	13
Standard VI. Planning, Resources, and Institutional Improvement	**37.50%**	24
Standard VII. Governance, Leadership, and Administration	**7.80%**	5



Actions/Initiatives Aligned with President's Goals		**#**
1.a- Utilize Achieving the Dream data to enhance efforts outlined in the Student Engagement Plan to retain students and help them attain success, especially those students most at risk.	31.30%	20
1. b- Respond to the Self-Study subcommittee recommendation to be more intentional in seeking student feedback about their educational experience at the College.	7.80%	5
2. Lead the effort to expand workforce programs to address emerging needs of the county, especially in STEM fields.	8.00%	2
3. Through the rollout of the plans articulated in Distance Education Report and response to recommendations submitted by the Self-Study subcommittees, enhance on-line academic offerings and student support.	3.00%	5
4. Take an active role in preparing for the Middle States Accreditation Team visit scheduled for Spring 2018, including responding to Self-Study subcommittee recommendations.	3.00%	3
5. Incorporate many of the recommendations of the MSCHE Self-Study subcommittees into the website redesign and deployment.	2.00%	1
6. Enhance the College's profile in the area of Social Justice, utilizing the Center for Social Justice and Human Understanding, AtD initiatives, the Diversity Strategic Plan, and information gathered through the Civil Rights audit.	18.80%	12

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
Ammerman	Exec Dean, Assoc. Dean of Student Services	**Re-Admission Project:** Work with 75 identified students who applied for re-admission Spring and Summer 2017, to initiate a coordinated internal support system for possible re-admission to the College.	Admissions Director	All 75 identified students will be Individually contacted. 50% of those will have appointments to discuss and develop a re-enrollment strategy. Follow up appointments will occur with 75% of the students with initial appointments with counselors. Readmit 25 students to the College	Spring 2017 and Fall 2017 January 2018	1, 3, 4, 6	3, 4, 5, 6	III, IV	1a, 6
Ammerman	Exec Dean, Assoc. Dean of Student Services	**Minority Leadership Academy & SAAB (Student African American Brotherhood):** Based on data from the AtD report, establish a chapter of the Student African American Brotherhood at the College to better address the academic performance and needs of African-American and young males of color throughout their college experience.	Associate Director of Multi-cultural Activities	Firm dates are under review, but will have representation in both the Fall and Spring semesters. The number of students targeted for participation has not yet been set.	Fall 2017 through Spring 2018	1, 3, 6	3, 5	IV	1a, 6
Ammerman	Exec Dean, Assoc. Dean of Academic Affairs	**ALP/ Counselor Pairing**: The English Department will work with Assistant Dean Tom Tyson to pair a counselor with each student who is placed into the developmental course to provide	Dept. Chair and ALP Lead Faculty	Track retention, grades, and persistence for these students as a partial measure of the success of the counselor involvement.	Spring 2018: offer newly approved course ENG012.	1, 3, 4	3, 4	III, IV	1a, 6

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
		these students with a point of contact for advisement.							
				Create and distribute a survey for students to assess their perceived level of connectedness and success in these courses and with the college.	Spring 2018				
Ammerman	Exec Dean, Head Librarian	**Radio/Television History:** Improve educational and community engagement with the history of Radio and Television on Long Island. Programming during each semester will include a reception at the RTV Historical Display.	Head Librarian, RTV Program Chair	Implementation of program. 10% student attendees should be from majors other than Radio TV for each of the receptions. Five additional new members of LI Historical Society to attend RTV receptions.	Fall 2017 and Spring 2018 Fall 2017 and Spring 2018 Fall 2017 and Spring 2018	1, 2	4, 5	III, V	1a
Ammerman	Exec Dean, Head Librarian	**Information Technology Literacy:** Initiate transition of information literacy assessment activities to assessing the SUNY Gen Ed. COL classes, and begin assessing student's understanding of individually selected article abstracts.	Head Librarian	Surveys administered by library faculty for the Gen Ed. Assessment team. Student's completed COL handouts to evaluate "hashtags" (keywords provided by individual students) and Critical Thinking outcome. 70% success rate.	Fall 2017 Spring 2018	1, 5	4, 5	III, V	1a

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
				By the end of the year, 80% of the COL classes will use the material.	End of Spring 2018 semester				
Eastern	Executive Dean	Oversee the construction and opening of the Health and Wellness Center.	Executive Dean in consultation with the Associate Dean of Educational Resources and Director of Plant Operations	Planning meetings will incorporate a campus stakeholder in bi-weekly construction meetings enabling the Executive Dean to be apprised of relative matters. Campus based meetings will be held to inform campus-based stakeholders of progress and details and will include academic departments, special events, campus activities, and governance stakeholders. A communications/ Marketing campaign will be established with central stakeholders and will be marketed for campus and community interested parties for information.	Ongoing Ongoing Ongoing	1, 2, 5	5, 6, 7	III, IV, VI, VII	

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
Eastern	Executive Dean	In collaboration with Academic Affairs and College and Campus Coordinators for ESL, discuss how to more ably assist the College's approximately 800 ESL students in transitioning to college-credit bearing courses and matriculation status.	Executive Dean in collaboration with Director of Campus Activities and Student Leadership Development, Campus Director of Enrollment, the College Director of English as a Second Language, and the Campus Coordinator for ESL	After discussion with stakeholders, provide recommendations to College Director of English as a Second Language and Office of Academic Affairs, ways to assist ESL students in their academic and life goals. Engage students in networking and social events for students on campus on Friday night and Saturdays.	Fall 2017	1, 2, 3, 5, 6	1, 3, 4, 7		
Eastern	Executive Dean	Improve way-finding and access to essential areas for persons with physical limitations including, but not limited to, restroom access in all buildings.	Director of Plant Operations	Two of the five buildings will have handicap accessible egress to male/female/gender neutral restrooms. All five buildings will have handicap accessible egress to male/female/gender neutral restrooms.	Fall 2017 Spring 2018	2, 6	6, 7	III, IV, VI	
Grant	Executive Dean	**Academic Curriculum:** Develop new curriculum for review in the following areas: Dental	Dr. Hassler: Dental Hygiene;	Dental & Performing Arts complete program and course proposals.	Feb 1, 2018	1	4	III, IV	1a, 1b, 2

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
		Hygiene, Performing Arts, STEM Programs (based on the consultant's report.	STEM: Dr. Fara Afshar; Dr. Ramirez: Performing Arts	Dental & Performing Arts presentation to Curriculum Committee Performing Arts program implementation Dental program implementation STEM Programs: complete program and course proposals STEM presentation to Curriculum Committee STEM program implementation	March 2018 Meeting Fall 2018 Fall 2019 May 1, 2018 Fall 2018 Meeting Fall 2019				
Grant	Executive Dean	**Plant Operations:** Oversee the design and renovation of the new Sagtikos Arts Center ($6.1 Million), move Plant Operations to the new building, and begin the design process for the historic Red Barns.	Executive Dean, Exec. Dir. of Facilities/Tech Support, and Dir. of Facilities	Complete Sagtikos design Select architect and have final designs approved by the president and BOT Begin Sagtikos construction and Successfully move the Plant Operations	January 2018 February 2018 Summer 2018	1,2	6	VI	6

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
				department to new building Submit first draft of the re-design of the Red Barns	Fall 2017 June 2017				
Grant	Executive Dean	**TLC / Professional Development:** Launch and complete the first Counselor Learning (CLC) and Honors Learning (HLC) Communities	Executive Dean and Associate Professor	Implement and access both the CLC and HLC	Oct 2017 and May 2017	1	4, 5	III, IV	1a
	Executive Dean	Launch the new "30 minutes or less" faculty technology workshops	Executive Dean and Associate Professor	Design and implement the technology workshops; hosting 6 workshops this academic year.	Late Fall, early Spring (Jan, 2018)	4,5	2,4	VI	1a
	Executive Dean	Implement the 4 meeting with new faculty on the topics of course outline prep, technology, diversity, and student development	Executive Dean and Associate Professor	Implement the 4 meeting with new faculty on the topics of course outline prep, technology, diversity, and student development	Beginning October 2017	5	1,5	III, IV	1a
Grant	Executive Dean	**Academic Support Programs:** Enhance the tutoring offerings and foster growth of student usage.	Assistant Dean for Academic Support Programs	Provide additional tutoring services in Nursing, Vet Science, and Science drop-in study tables Increase the center utilization by 1% each semester (total 2% annual growth)	October 2017 May 2018	1	3	III, IV	1a, 1b

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
		Continue adjunct meetings with better collaboration of the departments		Offer 4 adjunct meetings each semester (throughout the Campus – multiple disciplines). (Complete by May 2018)					
Grant	Executive Dean	**Student Services:** Create enrollment management plans (with implementation) in the areas of: HIT, Art (visual & photo), Paralegal, and MFT.	Dr. Rogers	Implement single program "open house" initiatives for the designated programs	Spring 2018	6	4	IV	6
Grant	Executive Dean	Implement procedure, policies, and function of the new Special Needs testing Center w/ in Coordinator.	Dr. Rogers	Assess the function and success of the new Special Needs Center	March 2018	6	4	IV	6
Grant	Executive Dean	**Campus Diversity Committee:** Begin to implement the plans design through the committee.	Dr. Rogers	Implement 3 new initiatives via the campus diversity committee spring 2017 report	Complete by May 2018	6	4	IV	6
Grant	Executive Dean	Re-Design the administrative process for campus internships.	Dr. Rogers	Need Measure	Need Timeline	1	7	III, IV	6
Office of Academic Affairs	Dean of Instruction	Completion of the Middle States Self-Study.	Dean of Instruction/ALO	Passage of 100% of Middle States Standards	Spring 2018	4	6	I, II, III, IV, V, VI, VII	4
Office of Academic Affairs	Director, Center for Innovative Pedagogy	Pilot and then aid academic chairs in utilizing the online observation tool.	Director, Center for Innovative Pedagogy	Full utilization of this new tool via the Blackboard Learning Management system with feedback from chairs and professors	May 2018	4	2, 4	V	3
Office of Academic Affairs	Exec. Director of Sustainability Programs	Establish a written benchmark for institutional sustainability to help determine the extent to which sustainability is evident in SCCC's curriculum, operations, and all other college functions.	Exec. Director of Sustainability Programs	AASHE (The Association for Advancement of Sustainability in Higher Education), has created a standardized tool called STARS (Sustainability	End of FY 2017-2018	2,4	6,7	VI	2

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
				Tracking and Rating System), which can be utilized for this undertaking. With appropriate input and cooperation from all divisions.					
Office of Academic Affairs	Associate Dean of Faculty & Professional Advancement	Engage in at least one targeted AtD related professional development opportunity for our adjunct instructors.	Associate Dean of Faculty & Professional Advancement	One professional development opportunity will be held.	May 2018	1,4	4	IV	1a
Office of Academic Affairs	Associate Dean of Faculty & Professional Advancement	Hold one event on each campus co-sponsored with the Office of Professional Advancement and campus based TLC's by Spring, 2018.	Associate Dean of Faculty & Professional Advancement	All 3 campuses will have a co-sponsored event no later than May, 2018.	Spring 2018	1, 4	4	IV	1a
Office of Academic Affairs	Assistant Dean for Academic Affairs	Share Suffolk's Early Intervention Initiative, designed to assist high school students in mathematics college readiness, to Suffolk County high schools with a high African-American population. Support high school faculty in those high schools in implementing the initiative.	Assistant Dean for Academic Affairs	Identify top four Suffolk County school districts with the highest African-American population. Contact at least two Suffolk County school districts with the highest African-American population and share Suffolk's Early Intervention Initiative. In addition, serve as a resource to assist one district implement the initiative.	December 2017 May 2018	1, 6	3, 5	III, IV	1a

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Office of Academic Affairs	Assistant Dean for Continuing Ed.	Partner with two new companies for SUNY Workforce Development Grant.	Assistant Dean for Continuing Ed.	Development of two new SUNY Workforce partnerships.	July 2018	2,3	5	III, VI	2
Office of Academic Affairs	Assistant Dean for Continuing Ed.	Fully develop two new STEM student research partnerships.	Assistant Dean for Continuing Ed.	Development of STEM partnerships	July 2018	1	3,5	III,IV	1a, 2
Office of Academic Affairs	Director of English as a Second Language Program	Conduct a professional development workshop for non-credit ESL adjunct faculty via WebEx on the use of Blackboard.	Director of English as a Second Language Program; CIP Staff	Planning for the workshop. Conduct workshop with 50% of non-credit ESL adjunct participation.	Fall 2017 Spring 2018	3, 6	2, 4, 5	III, IV	1a, 3
Student Support Services	College Director of Student Support Services	Create and implement two workshops to assist SSS program students with the registration process so that fewer students will need individual appointments after attending the workshops.	College Director of Student Support Services	Develop the workshops. Present two during the weeks leading up to Priority Registration.	April 2018	1	2, 3, 5	III, IV, VI	1a
Office of Academic Affairs & Eastern Campus	Associate Dean of Nursing	Increase the 2017 year-end first time licensure pass rate to at least 80% (not achieved in 2016, goal represents increase of 5%).	Associate Dean of Nursing & Chair of PNU	The 2017 year-end-pass rate (January 1 2017-December 31 2017) as reported by the NCSBN in February 2018 will state a pass rate of 80% or higher.	February 2018	1, 4	3	V	
Office of Academic Affairs	Associate Dean of Nursing	The 2017 year-end first time licensure pass rate will be at least 80% for the program aggregated as a whole.	Associate Dean of Nursing	The 2017 year-end-pass rate (January 1 2017-December 31 2017) as reported by the NCSBN (in February 2018) will state a pass rate of 80% or higher	February 2018	1, 4	3	V	

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
				for the program aggregate as a whole.					
Office of Academic Affairs & Ammerman Campus	Associate Dean of Nursing	The 2017 year-end first time licensure pass rate will be at least 80% for the program location: Ammerman campus (achieved in 2016 at 82%).	Associate Dean of Nursing & Chair of RN at Ammerman	The 2017 year-end-pass rate (January 1 2017-December 31 2017) as reported by the NCSBN (in February 2018) will state a pass rate of 80% or higher for the Ammerman Campus.	February 2018	1, 4	3	V	
Office of Academic Affairs & Grant Campus	Associate Dean of Nursing	The 2017 year-end first time licensure pass rate will be at least 80% for the program location: Grant campus (not achieved in 2016; goal represents increase of 4%).	Associate Dean of Nursing & Chair of RN at Grant	The 2017 year-end-pass rate (January 1 2017-December 31 2017) as reported by the NCSBN (in February 2018) will state a pass rate of 80% or higher for the Grant Campus.	February 2018	1, 4	3	V	
Office of Academic Affairs	Associate Dean for Curriculum Development	Develop an intranet portal for all SCCC staff and faculty to access information related to the Office of Curriculum Development. The portal will hold all policies procedures and forms for curriculum development and academic program review and will be repository for archived program reviews. In addition, the portal will contain all college-wide academic policies and related forms and information.	Associate & Assistant Deans for Curriculum Development	Portal site developed Use a rubric to assess for ease of use and completeness Operational	April 1, 2018 May 15, 2018 August 1, 2018	4, 5	2, 5, 7	III, VI, VII	5
Office of Academic Affairs	AVP for Workforce Development	Expand efforts within the economic development community to form a coalition that would continue to inspire and	AVP for Workforce Development	Host awareness event; conduct satisfaction and needs assessment; plan future related programs.	October 2017	2	3	VI	2

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
		promote the talent pipeline featuring "women in manufacturing."							
Office of Academic Affairs	Associate Dean of Special Programs & External Partnerships	Develop and deliver 3 COIL (Collaborative Online International Learning) workshops for faculty.	Associate Dean of Special Programs & External Partnerships	Increase the number of courses to a least 3. Offer those 3 COIL courses.	May 2018 Fall 2018	2,3	4	III	1b
Office of Academic Affairs	AVP for Academic Affairs	Design and begin implementation of the 14 AtD activities created to bolster student success for our African American and part-time students as outlined in the 2016 ATD Cohort Action Plan.	AVP for Academic Affairs, AtD Co-chair, Members of the AtD Core Group	Complete at least 75% of the AtD activities listed as part of the 2016 ATD Cohort Action Plan.	August 2018	1, 4, 5, 6	3, 5, 7	III, IV, VI	1a, 6
Student Affairs	Vice President for Student Affairs	Revisit and revise, as needed, the current general orders and standard operating procedures.	Director of Public Safety	A revised general orders and standard operating procedures will be submitted to legal affairs for review.	June 2018	5	7	VI	
Student Affairs	Vice President for Student Affairs	Provide technology in-service for the part time nurses to learn the necessary technology systems of Health Services.	College Assistant Dean for Student Engagement and Campus RN	75% of part-time nurses will be able to update immunization records in Banner, utilize NYSIIS and CIR, and "Bannerize" older files.	June 2018	3	7	IV	
Student Affairs	Vice President for Student Affairs	Develop a plan of action for the implementation of a Customer Relations Management system to assist the College increase prospective to registered yields.	College Dean of Enrollment Management and Campus Directors of Admissions	Completion of a white paper regarding the advancement of enrollment services through a CRM system	June 2018	3	2	IV	

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Student Affairs	Vice President for Student Affairs	Develop a support program to address the needs of African American students.	College Coordinator of Multicultural Affairs and Campus Assistant Directors of Campus Activities	A support program for African American students will be prepared and ready to be operationalized.	December 2017: conduct mtgs with identified students. March 2018: outline program and support measures based on identified needs. June 2018: implement program	1, 5, 6	3	IV	1a
Student Affairs	Vice President for Student Affairs	Implement two additional outreach measures to faculty regarding the academic alert system.	College Associate Dean for Registrar	There will be a 5% increase in faculty use of the academic alert system.	October 2017: College Brief and additional e-mail alerts to faculty	1, 5	4	IV	1b

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					Spring 2018: alerts sent to faculty the 6th, 7th, and 8th weeks of the semester.				
Student Affairs	Vice President for Student Affairs	Develop a display name/preferred name policy for students to respond to the needs of international students, transgender and gender non-conforming students, and members of the College community who prefer to use a middle name or a nickname.	College Assistant Dean for Student Engagement Assessment	Display name/preferred name policy presented and approved by the Board of Trustees. Implement policy, which will be in line with Banner 9 implementation.	December 2017 Spring 2018	1	3	IV	6
Student Affairs	Vice President for Student Affairs	Based on Achieving the Dream data, provide a professional development opportunity on implicit bias and its impact on student support.	Student Affairs Professional Development Committee	25% of full-time professional staff in the Division of Student Affairs will have participated in implicit bias training.	June 2018	4	5	IV	6
Student Affairs	Vice President for Student Affairs	Identify and address weaknesses in the student judicial process.	Vice President for Student Affairs and the College Assistant Dean for Student Engagement Assessment	A revised student judicial process will be prepared for the Board of Trustees.	June 2018	1	3	IV	

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OPIE	VP of OPIE	Create a Master Data Warehouse to provide more efficient and accurate collection of data for reporting and eventual dashboarding.	OPIE Specialist 2 and College Associate Dean for Computer Information Services	Development of the architecture for Warehouse.	October 15, 2017: completed January 30, 2018: all necessary tables constructed June 1, 2018: tables populated August 15, 2018: OPIE personnel trained in use	4, 5	2, 5, 6	I, V, VI	4
OPIE	VP of OPIE	Train College personnel to use Nuventive software to report on operational planning, and utilize this method for the January and June reports.	Assistant Director	At least one person in each division or campus trained to report on Operational Planning. At least two persons from each division or campus.	December 2017 May 2018	4, 5	2, 5, 6	I, V, VI	4
OPIE	Executive Director of OPIE	Rework Student Data Packages to be more user-friendly and provide more helpful information to academic programs under Program Review.	Executive Director of OPIE and OPIE Specialist 1	Draft of reworked data package developed. Review by AAC members and Academic Affairs, using review rubric	October 31, 2017 December 20, 2017.	4, 5	2, 5, 6	V, VI	

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OPIE	Executive Director of OPIE	Create an OPIE "ticketing" system to provide more efficient distribution of tasks/requests and to better manage workflow.	Executive Director of OPIE and Assistant Dean, IT	Development of ticketing system. Beta testing done with select "clients." Deployment of system College-wide Assessment of system's usefulness	Nov. 15, 2017 Nov. 15th through December 20, 2017 January 15, 2018 June 18, 2018	4, 5	1, 2, 5, 6	V, VI	
OPIE	Executive Director of OPIE	Conduct a review of the AAC to provide structural clarity, improve member engagement and effectiveness, and recommend revisions, where applicable, to frequency of meetings, rubrics utilized, PD activities, and timelines associated with annual assessment efforts at the College.	Executive Director of OPIE w/ AAC co-chairs and AES, Administrative and Academic Assessment leaders.	Develop draft document and e-mail of draft document to the VP of OPIE Review by AAC members and Academic Affairs, using review rubric Present document to JPAC If approved by JPAC, e-mail final document to President McKay Full implementation	April 2018 April 2018 May 2018 May 2018 September 2018	4, 5	1, 5, 6, 7	V, VI	

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
Business & Financial Affairs	VP Business & Financial Affairs	Select a 3rd party provider of electronic student refunds that is the best fit for the College.	Associate Dean of Financial Services	Reduce paper check refunds by 50%. Reduce unclaimed Title IV funds by 10%	End of FY 2017-2018	3	7	IV	
Business & Financial Affairs	VP of Business & Financial Affairs	Assess Shark Mart to improve compliance, productivity, user satisfaction and other areas for improvement.	Adm. Dir Bus. Services	Create baseline for comparison.	End of FY 2017-2018	3	7	IV	
Business & Financial Affairs	VP Business & Financial Affairs	Create College policy to increase student awareness and understanding about their financial liability to the College if they lose their financial aid.	Associate Dean of Financial Affairs	Define and increase outreach to this population of students by 10%.	End of FY 2017-2018	1	7	IV	
Business & Financial Affairs	VP Business & Financial Affairs	Identify improvements to the Tuition Payment Plan in terms of timing and the number of payments to enhance student access to education, while protecting the College from increased liability.	Associate Dean of Financial Affairs	Reduce the percentage of students who default on their TPP payments by 3%.	End of FY 2017-2018	1, 3	7	IV	
Business & Financial Affairs	VP of Business & Financial Affairs	Perform analysis of meal plan usage and where funds are used.	Jaime Hahn, Auditor	Increase spend by 2% over previous year.	End of FY 2017-2018	3	5		

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
Office of Computer and Information Services	VP of Information Technology/Chief Information Officer, VP Student Affairs, AVP Academic Affairs, AVP Employee Resources	Upgrade the Banner system from Banner 8 to Banner 9.	Assistant Dean, Enterprise Applications, ITS Associate Director, Enterprise Applications, ITS ITEC Center – Various Teams: Service Manager, Infrastructure (Networking, servers, Operating Systems, Oracle DBA, disk space (SAN), firmware, middleware, backup/migration) SICAS Center – Banner releases, patches, upgrades Associate Director,	Successful Banner implementation and availability. 100% of Banner functionality will be available.	Feb 2018: implement all Banner prerequisites needed to transition to Banner 9 March 2018: ITEC complete the build of the Banner 9 environment in Buffalo March 2018: implement/ configure Application Navigator April 2018: Test May 2018: Identify training and Help Desk Needs	1 , 5, 6	2	I, IV, VI	

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
			Systems/Data Center, ITS Associate Dean, Master Scheduling/ Registrar		June 2018: Go live with Banner 9 Administrative Forms				
VP of Information Technology /Chief Information Officer, VP Student Affairs	VP of Information Technology/ Chief Information Officer, VP Student Affairs	Implement Credentials to provide a process for the students to order transcripts and for the College to transmit transcripts to other institutions electronically.	College Associate Dean, Master Scheduling/Registrar Assistant Dean, Enterprise Applications, ITS Associate Director, Enterprise Applications, ITS Head Clerk, Central Records	Successful implementation and availability. Vast reduction of paper generated transcripts. System available to students and Central Records.	2017 3Q: ITS complete integration between Banner and Credentials 2017 3Q: ITS complete cover letter for transcripts that students pick up 2017 4Q: ITS and Student Affairs complete testing 2017 4Q: Student Affairs develop	1, 5	1, 2	I, IV	

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
					communication plan 2017 4Q: go live				
Office of Computer and Information Services	VP of Information Technology/Chief Information Officer, VP Student Affairs	Implement a new Career Services employment and internship assistance system (Purple Briefcase).	Assistant Dean, Enterprise Applications, ITS Associate Director, Enterprise Applications, ITS College Director, Career Services Computer Programmer, ITS	Successful implementation and availability. System available to students, employers, and Career Services.	2017 3Q: ITS complete student loads, single sign on security, and conversion from prior system (Job Connection) 2017 4Q: Career Services develop communication plan. 2017 4Q: go Live	1, 2, 5, 6	1, 2, 4, 5, 6	I, IV	2
Office of Computer and Information Services	VP of Information Technology/ Chief Information Officer	Move the College's Banner system from the Buffalo State ITEC data center to the new state-of-the-art center at the Victory Technology Center (VTC). The enhanced infrastructure will provide more	Assistant Dean, Enterprise Applications, ITS	Successful Banner implementation and availability 100% Banner functionality and supplemental third-party systems will be available	2017 4Q: ITEC develop the infra-structure in the new data center	1, 5, 6	2	I, II, IV, VI	

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
		streamlined systems to assist students with their learning environment, communication, and technology.	Associate Director, Enterprise Applications ITEC Center—Various Teams: Service Manager and Infrastructure Associate Director, Systems/Data Center		2018 1Q: ITS testing 2018 1Q: Banner 8 Functional Testing 2018 1Q: go live				
Information Technology Services	Associate Director of Desktop Computer Support Services	Upgrade to Office 2016 Professional.	Associate Director of Desktop Computer Support Services.	The previous version of Office is upgraded to Office 2016 Professional and in working order.	March of 2018.	1, 2, 3, 4, 5, 6		I, III, IV, VI, VII	
Infra-structure Services, Information Technology Services	VP of Information Technology	Upgrade cable fiber plant from various buildings to central data hub, which will allow for greater capacity and greater throughput to support both academic and administrative functions. In addition, it will allow for redundant connections to be installed providing automatic failover between connections. It will also prepare the buildings to	Director Infrastructure Services	>80% completion with full connectivity on completed installations	Fall 2018: Eastern Campus Summer 2018: Ammerman and Grant campuses	1	2	IV, VI	

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
		utilize changing technologies as needed.							
Infra-structure Services, Information Technology Services	VP of Information Technology	Installation and operation of strategically placed outdoor wireless access to provide better campus coverage in student gathering areas. This will allow students and faculty to actively engage and continue to utilize technology beyond the borders of building walls.	Director Infrastructure Services	All access points completely installed and coverage areas have minimal gaps. Students should be able to traverse the open areas targeted without losing connectivity.		1	2, 5	IV, VI	
Office of Computer and Information Services	VP of Information Technology	Per the recommendation outlined in section 4.2.1. of the 2015-2016 IT Assessment Engagement consulting report, develop an ITS Project Management Office.	Associate Dean of Computer and Information Systems	Approved features of the office will be in full operation.	Fall 2018	1, 2, 3, 4, 5, 6	1, 2, 6, 7	I, VI	1a.
Office of Legal Affairs	Chief Diversity Officer	Implement College-wide diversity priorities through the use of the President's Diversity Council (AtD Plan and Diversity Plan.)	Chief Diversity Officer/Chief of Staff (chairs of President's Diversity Council); members of the Council (Including Executive Deans, VP Academic Affairs, VP Student Affairs; Multicultural Affairs, Center	Prioritize college and campus goals. Implement programs	Fall 2017 Spring 2018	6	1, 3, 5, 6	II, IV	1a., 6

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
			for Social Justice)						
Office of Legal Affairs	General Counsel	Complete voluntary compliance plan in response to the New York State Education Department 2016-17 review.	Legal Affairs (Deputy General Counsel; Affirmative Action Officer; Chief Diversity Officer)	Correct required violations and recommendations within established timelines submitted to the State Education Department	Fall 2017 and Spring 2018	4, 6	7	II, VI	6
Office of Institutional Advance ment		No report submitted.							