

Suffolk County Community College 2017 – 2018 Operational Plan



Office of Planning and Institutional Effectiveness
August 2018, Final Annual Update

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.

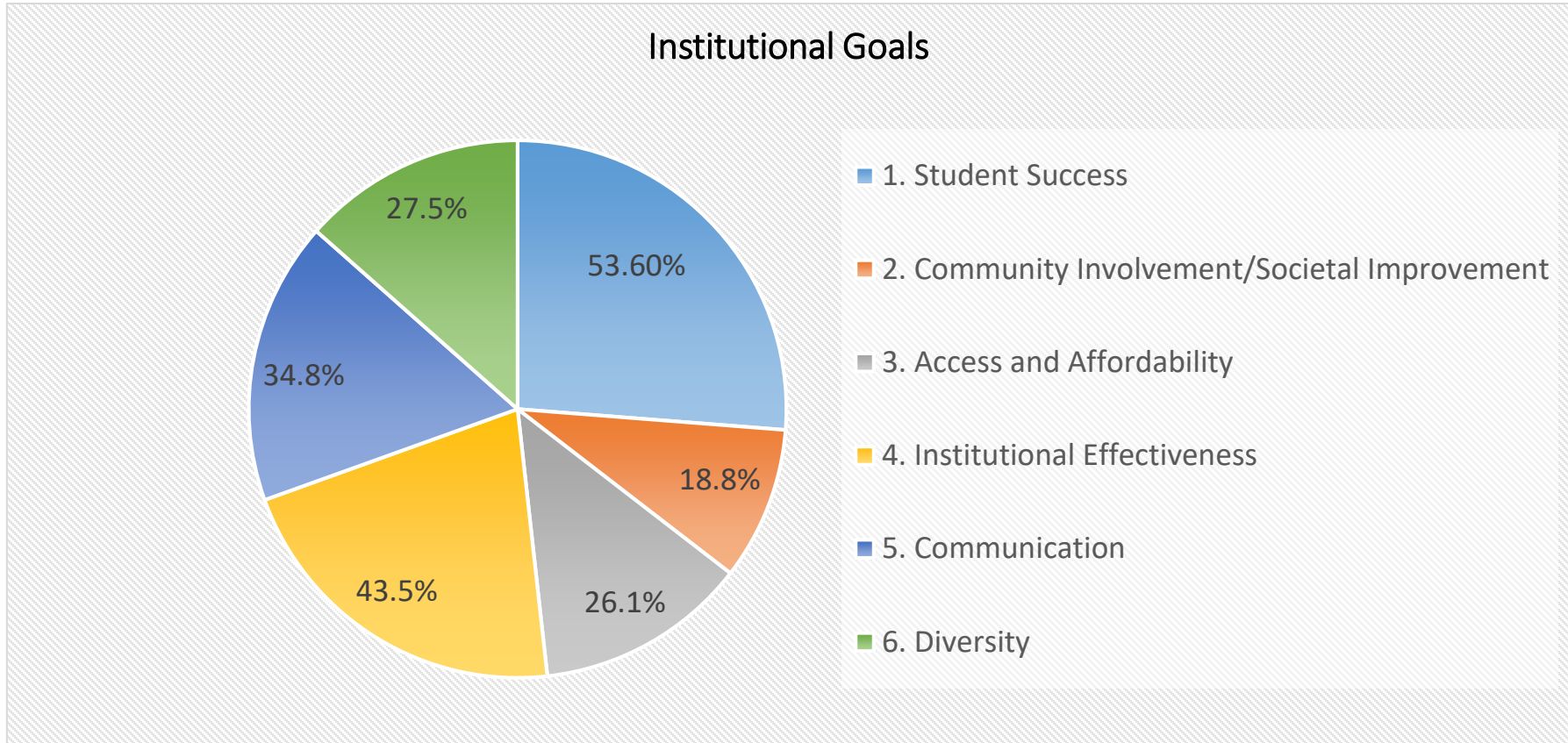
Middle States Standards: 1. Mission and Goals; 2. Ethics and Integrity; 3. Design and Delivery of the Student Learning Experience; 4. Support of the Student Experience; 5. Educational Effectiveness Assessment; 6. Planning, resources, and Institutional improvement; and 7. Governance, Leadership, and Administration.

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.

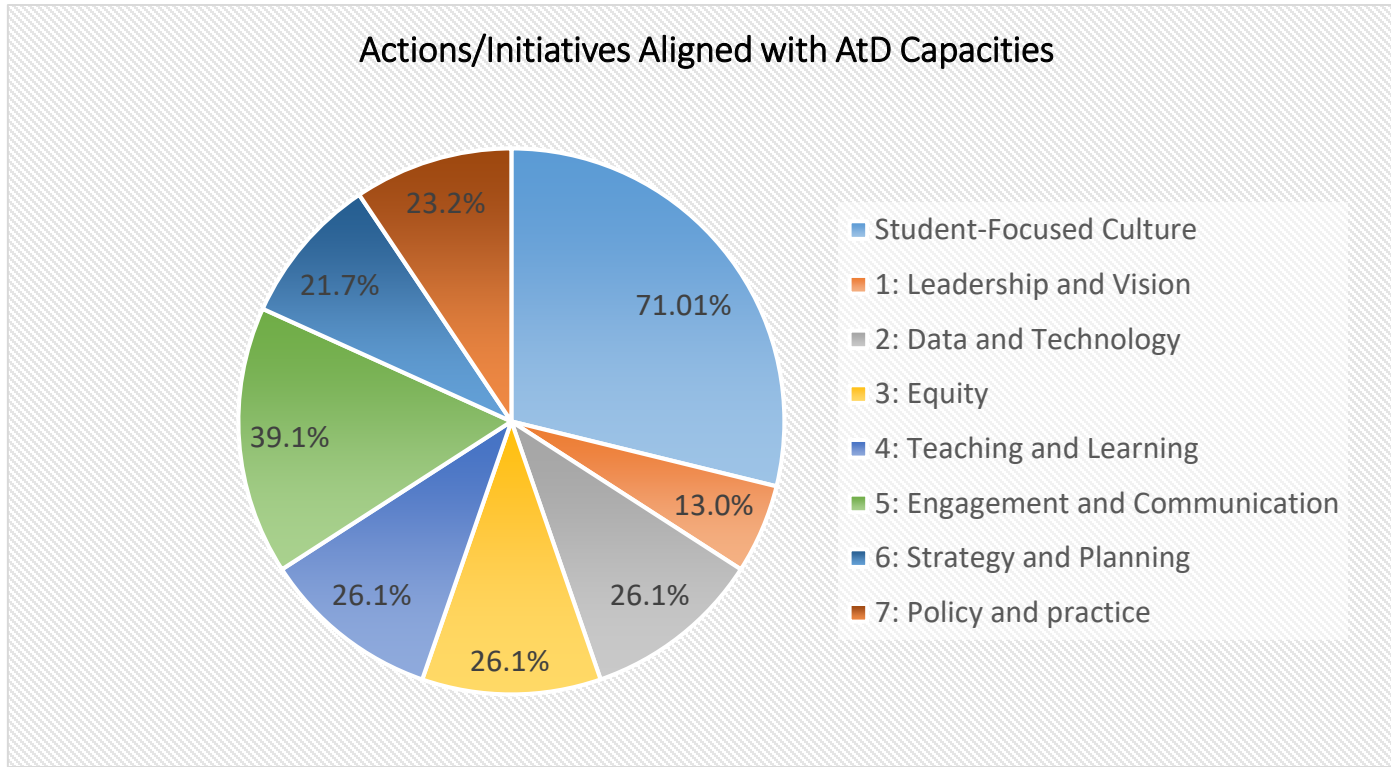
2017-2018 President's Goals:

- 1a. 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.
- 1b. 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.

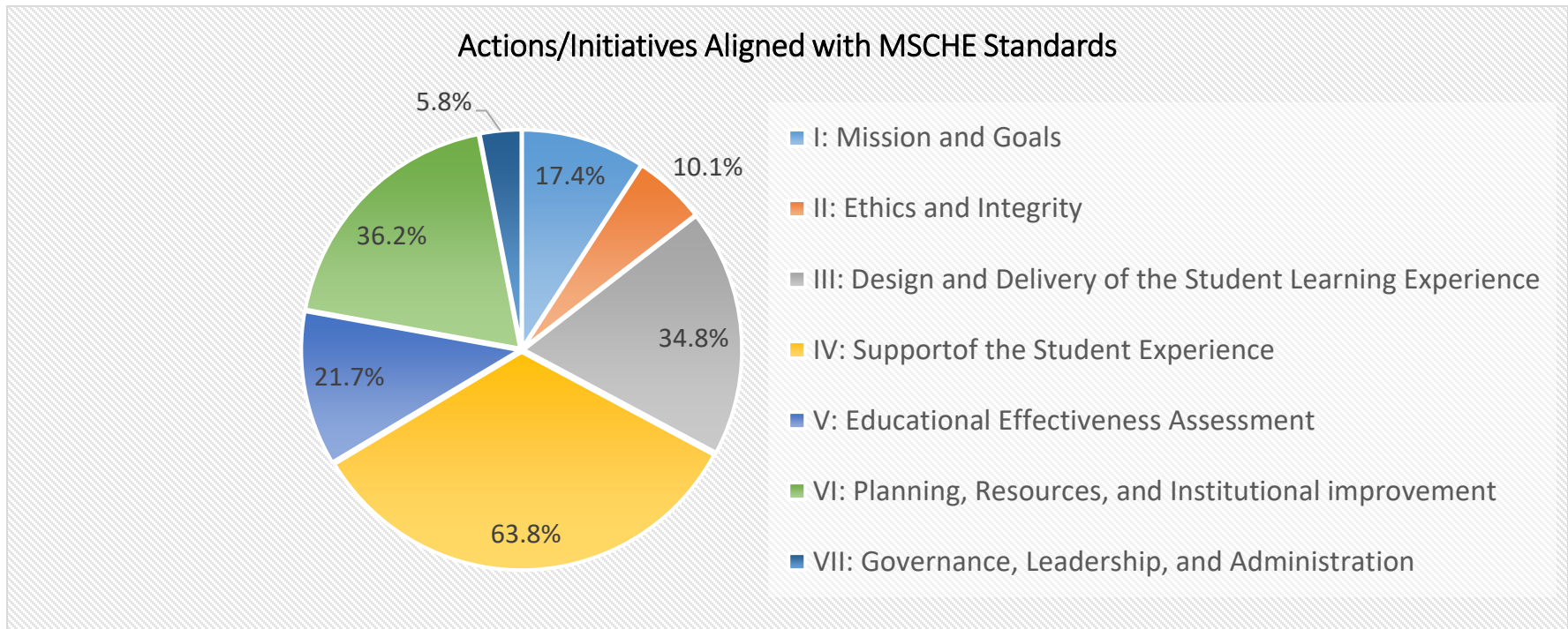
Sixty-nine (69) targeted actions/initiatives were developed to operationalize goals of the Strategic Plan. The charts below indicate the percent of actions/initiatives addressing each focus area in the Goals, Standards, Capacities, and/or President's Goals.



Percent of Action Items/Initiatives addressing each Institutional Goal (69 total Actions/Initiatives) An action or initiative may be aligned with more than one IG.		#
IG 1. Student Success	53.60%	37
IG 2. Community Development/Societal Improvement	18.80%	13
IG 3. Access and Affordability	26.10%	18
IG 4. Institutional Effectiveness	43.50%	30
IG 5. Communication	34.80%	24
IG 6. Diversity	27.50%	19

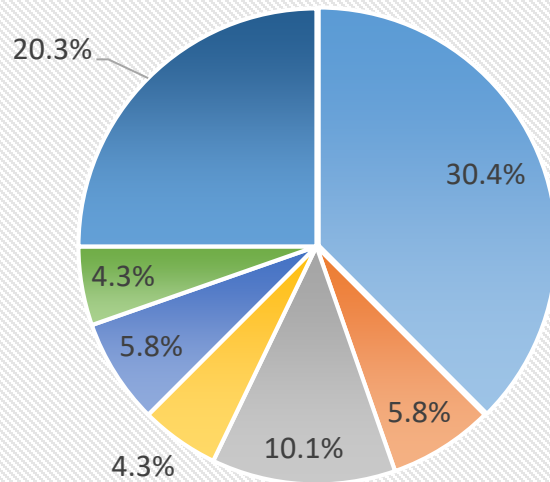


Actions/Initiatives addressing AtD Capacities		#
1. Leadership and Vision	13.00%	9
2. Data and Technology	26.10%	18
3. Equity	26.10%	18
4. Teaching and Learning	26.10%	18
5. Engagement and Communication	39.10%	27
6. Strategy and Planning	21.70%	15
7. Policy and Practice	23.20%	16
Student Focused Culture	71.01%	49



Percentage of Actions/Initiatives addressing each Middle States Standard		#
Standard I. Mission and Goals	17.40%	12
Standard II. Ethics and Integrity	10.10%	7
Standard III. Design and Delivery of the Student Learning Experience	34.80%	24
Standard IV. Support of the Student Experience	63.80%	44
Standard V. Educational Effectiveness Assessment	21.70%	15
Standard VI. Planning, Resources, and Institutional Improvement	36.20%	25
Standard VII. Governance, Leadership, and Administration	5.80%	4

Percent Actions/Initiatives Aligned with President's Goals



- 1A: Enhance student retention and success rates, especially for most at risk
- 1B: Seek increased student feedback about educational experience
- 2: Expand Workforce programs to meet needs of county
- 3: Enhance on-line/distance ed. offerings and support
- 4: Prepare for Middle States team visit
- 5: Incorporate Self-Study feedback into website redesign and deployment
- 6: Enhance College's profile in area of Social Justice

Actions/Initiatives Aligned with President's Goals		#
1a. 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.	30.40%	21
1b. Respond to the Self-Study subcommittee recommendation to be more intentional in seeking student feedback about their educational experience at the College.	5.80%	4
2. Lead the effort to expand workforce programs to address emerging needs of the county, especially in STEM fields.	10.10%	7
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.	4.30%	3
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.	5.80%	4
5. Incorporate many of the recommendations of the MSCHE Self-Study subcommittees into the website redesign and deployment.	4.30%	3
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.	20.30%	14

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	January 2018 Update	June 2018 Update	August 2018
Ammerman Campus	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 and Fall 2017 January 2018	77 students were individually contacted, 34 were readmits / 43 probation. 29% of the total students contacted met with a counselor to discuss enrollment and student success strategies. Although every student was contacted, very few students responded / were willing to come in. There was significant difficulty in getting the students to come in for face-to-face meetings. Among the participants, there was qualitative data gathered that indicate difficulty for students in navigating the website, hours for counseling not being convenient, and self-reporting of poor organizational skills and procrastinating. Students said they recognize the importance of face-to-face meetings with	After multiple attempts to reach the target students, it was decided that the program would be discontinued. The department is working with administration to identify other initiatives to increase retention.	This program was completed and reported out in June.

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						counselors and advisors, but cited issues such as those above as obstacles.		
Ammerman Campus	Exec Dean, Assoc. Dean of Student Services	<p>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.</p>	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	<p>A potential “coach” has been identified that will provide guidance for the establishment of a SAAB chapter for Fall 2018.</p> <p>Interest recruiting meetings for the Leadership Academy and Black Male Initiative were conducted last semester. Several students expressed interest in the outreach programs. The students will be personally contacted and invited to attend meetings and workshops that will be conducted twice a month in the Spring semester.</p> <p>An interest survey was developed to gain understanding of how the target population feels they can be supported in their</p>	<p>Interest/Recruiting meetings were conducted in the spring semester for the Black Male Network and the Minority to Majority Leadership Academy. Although students expressed interest in the programs initially, there was a low turnout in attendance at established meeting times. To rectify this, moving forward meeting dates, times, and location will be synchronized before each semester begins.</p> <p>Other efforts to engage African American students were also implemented. These efforts included individual outreach, advisement, and participation in various multicultural</p>	Based on data from the ATD report, as well as feedback received from students, we are establishing a three point retention approach to better address the academic performance and needs of African-American students and other students of color throughout their college experience.

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						<p>studies. This interest study will be conducted during the first three weeks of the semester during welcome back activities. Results of the survey will be used to help customize the services and workshops offered through the Black Male initiative and the Minority to Majority Leadership meetings.</p> <p>Once the core students from the outreach programs are established, we will attend SAAB events at SUNY Stony Brook to help garner more interest in participation of SAAB.</p>	<p>programs. Feedback received from students attending the programs through conversation and surveys reflected another interest. African American and Latina female students expressed a great need for mentoring, guidance, and intrusive advisement. In response to this interest, the national organization Student African American Sisterhood (S.A.A.S.) was identified as a possible solution. After meeting with S.A.A.S. administrators at Stony Brook University, possible students and mentors at the college have been identified. Chartering a chapter of S.A.A.S. for Fall 2018 awaits college approval.</p>	
Ammerman Campus	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	Dept. Chair and ALP Lead Faculty	Track retention, grades, and persistence for these students as a partial measure of the	Spring 2018: offer newly approved course ENG012.	Two sections of ALP will be running in the spring. The Associate Dean of Academic Affairs, the	Items are still in progress. Waiting for data on retention, grades, and persistence rates.	For the fall 2018 semester, 7 sections of ALP are running. The English Dept is working with IE on collecting data to track retention and

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		student who is placed into the developmental course to provide these students with a point of contact for advisement.		<p>success of the counselor involvement.</p> <p>Create and distribute a survey for students to assess their perceived level of connectedness and success in these courses and with the college.</p>	Spring 2018	department chair, and the ALP faculty are currently working with Counseling on that portion of the program.	Surveys were tabled/not collected for the Spring but will be redrafted and distributed for the Fall 2018 semester. Continuing to work with Dean Tyson on pairing a counselor with ALP sections. In the Fall, 7 sections will be offered for students.	persistence. Pre-surveys for the ALP cohort are being collected, and end-of-semester focus groups are being conducted with the same cohort. Also, via IRB approval, collection of student reflective writing samples will be collected and examined.
Ammerman Campus	Exec Dean, Head Librarian	<p>Radio/Television History:</p> <p>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.</p>	Head Librarian, RTV Program Chair	<p>Implementation of program.</p> <p>10% student attendees should be from majors other than Radio TV for each of the receptions.</p> <p>Five additional new members of LI Historical Society to attend RTV receptions.</p>	<p>Fall 2017 and Spring 2018</p> <p>Fall 2017 and Spring 2018</p> <p>Fall 2017 and Spring 2018</p>	<p>IG1: Students completed assignment and assessment questions. Comments were positive and thorough. From comments it was clear that students had learned about the history of radio on Long Island.</p> <p>IG2: Students commented that they appreciated hearing from those who have a deep knowledge of the history of radio on Long Island. They also interacted with the Ellsworth family and members of the Society. They gave very positive reviews of the</p>	<p>Spring 2018 Radio/TV Program hosted at the library was a huge success, students rated this program as outstanding. This program included a talk by filmmaker Joseph Sikorski "Tower to the People." Radio subjects: Biography Nicola Tesla and also the venue of his laboratory on Long Island. Workforce related subject: How to produce a documentary. All goals were achieved: IG1,2; AtD 4,5; MSCHE 3,5 and especially Pres. Goal 1a, where the</p>	<p>IG1 Students learned about Tesla, Filmmaking and history of LI Radio</p> <p>IG2: Successful partnership with academic department, library and historical society</p> <p>ATD4 – Students completed assignment based on display case and video Assessment indicates a high level of engagement especially with documentary filmmaker.</p> <p>Std. 3 – highly successful event, listening, written assignment and video with Q/A with filmmaker</p> <p>Std. 5 – Students rated this program very highly</p> <p>Pres Goal 2 achieved – Students learned about movie making, radio jobs on LI and the importance of</p>

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						content of the display case and video which had been planned and implemented with a lot of help from Society members as well as faculty and students.	documentary creator gave step-by-step instructions on producing a documentary in the 21st century, ideal for workforce development. Over 40 students were in attendance, mostly from the Radio/TV program. Our goal of increasing attendance by non-radio students could not be assessed. The successful library / academic department / community partnership has continued.	History of the industry to today's technology
Ammerman Campus	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. Students completed COL handouts to evaluate "hashtags" (keywords provided by individual students) and Critical Thinking outcome. 70% success rate.	Fall 2017 Spring 2018	There will be 27 sections of the COL class in the spring. The course will be instructed using a uniform handout sheet, and will be using a uniform grading chart to assess the keywords. Those sheets will be used to assess the experience of the students in terms of learning outcomes.	The library succeeded in instructing 45 sections of COL library instruction. The high level of completed assignments indicates success of instruction and represents success of several of the measures, including IG1, AtD 4 and 5, and MSCHE III and IV. The goal for 2018-19 is to	Critical Thinking outcome. 70% success rate. IG 1: was successful 69.6% of students got four keyword strategies. IG5: Librarians were able to communicate value of hashtags as indicated by 69.6% success. AtD 4, 5: achieved in that students successfully answered and handed in assignments at the end of class. The library succeeded in instructing 45 sections of

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				By the end of the year, 80% of the COL classes will use the material.	End of Spring 2018 semester		increase communication IG 5 and benchmark that students can explain the search strategy they used and not just provide the keyword/hashtag of their in-class search.	COL library instruction. The high level of completed assignments indicates success of instruction and represents success of several of the measures, including IG1, AtD 4 and 5, and MCHE III and IV. President’s Goal 1 achieved as students can all complete a search which will benefit them in future courses.
Eastern Campus	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	<p>Planning meetings will incorporate a campus stakeholder in bi-weekly construction meetings enabling the Executive Dean to be apprised of relative matters.</p> <p>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.</p> <p>A communications /marketing</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>New membership will include Director of Plant Operations and is ongoing. Next meeting scheduled for February 2018.</p>	<p>As of January 8, 2018, the Executive Dean and the Director of Plant Operations attended bi-monthly Construction meetings in order to remain current on planning issues and timelines and to gain information to share with the Campus Health and Wellness Center (HWC) Task Force.</p> <p>The HWC Task Force met bi-monthly and addressed issues such as: exterior lighting needs, wall colors, campus traffic patterns with increased usage of campus,</p>	<p>Completed and ongoing until new building opens.</p> <p>Completed and ongoing until new building opens.</p>

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				campaign will be established with central stakeholders and will be marketed for campus and community interested parties for information.		No progress. Discussion to ensue this spring semester between Executive Dean and MaryLou Araneo's area.	prioritization of staffing needs for special events and maintenance, determination of courses to be scheduled in HWC, identification of faculty offices and placements, pool tile color, technology installation timeline, and more. As of June 15, 2018, anticipated date of building completion, per Construction Team, is August 31, 2018. VP of Institutional Advancement was notified of date of anticipated building completion. Discussions will ensue this summer for determining announcement of opening events timeline.	New completion date is anticipated as mid-October, 2018.
Eastern Campus	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	Executive Dean in collaboration with Director of Campus Activities and Student Leadership Development,	After discussion with stakeholders, provide recommendations to College Director of English as a Second Language and Office	Fall 2017	1. Enrollment Services Director discussed idea with college wide director. College wide director agreed to incorporate faculty	Campus Activities hosted 3 engagement activities on Saturday afternoons throughout the	Completed.

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		students in transitioning to college-credit bearing courses and matriculation status.	Campus Director of Enrollment, the College Director of English as a Second Language, and the Campus Coordinator for ESL	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.		conversation into level 5 classroom. 2. Campus Activities facilitated two student leader led intentional engagement activities during non-class time. Will continue in spring. *assessment on student interest in receiving more programming should be pursued.	Spring 2018 semester. Programs were held during non-class time and led by Peer Mentors for ELL/ESL students. Program activities included musical performance/karaoke a letter writing campaign to service men and women, and a card game popular in Latin culture.	Completed. Completed.
Eastern Campus	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	Fall 2017: Accessibility improved in three of the five buildings accomplished. Nothing done to date on way-finding signage. Awaiting information re OCR and Central facility guidance. Spring 2018: Two remaining buildings will be addressed for accessibility to restrooms. Wayfinding signage issue should be pursued.	Plant operations installed two auto-door openers within three of the five campus buildings. Plant operations installed one auto-door opener in remaining building. Completion of way-finding signage initiative remains on campus priority list for 2018-19.	Completed. Completed. In-progress and will be completed with the installation of signage for the new building.

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Eastern Campus	Executive Dean	<p>Data from OPIE indicates 61.6% of students at the Eastern campus are enrolled part-time.</p> <p>Fall 2017: Student services will facilitate four focus groups with part-time students during the fall 2017 term. A report will document findings from focus groups in an effort to summarize student goals and needs.</p> <p>Spring 2018: Using the results of the focus groups, campus planning relative to service delivery for part-time students will be discussed. Recommendations will be made in collaboration with leadership from student services and academic affairs.</p>	Associate Dean Academic Affairs Eastern Campus	A final report of findings and suggestions regarding part-time student goals and needs.	Fall 2017	<p>Focus group training facilitated in December 2017.</p> <p>Focus groups will be hosted in spring 2018. Given the change in administration, suggest Associate Dean of student services facilitate coordination of project with Assistant Dean of Student Services.</p>	<p>Focus groups were facilitated by campus administrators who were trained by OPIE colleagues. There were six groups offered during Spring 2018.</p> <p>The Executive Summary was presented to AtD coaches and AtD colleagues on May 31, 2018. Summary:</p> <p>Motivation to attend? (1) further education and (2) career advancement</p> <p>Helpful resources? (1) cafeteria, (2) online resources, (3) learning process, (4) library</p> <p>Difficulty navigating what? (1) financial aid, (2) math lab, (3) college phone alert system, (4) portal</p> <p>What should the college know? (1) need better individual career</p>	<p>Completed.</p> <p>Completed.</p>

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							counseling, (2) transportation, (3) greater ease in day and evening classes, (4) enjoy hearing different perspectives and discussing them within the classroom	
Grant Campus	Executive Dean	Academic Curriculum: Develop new curriculum for review in the following areas: Dental Hygiene, Performing Arts, STEM Programs (based on the consultant’s report)	Program Coordinator, Dental Hygiene; College Associate Dean for STEM/CTE; Associate Academic Chair/Associate Professor, Communication and the Performing Arts	Dental & Performing Arts complete program and course proposals. 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	Feb 1, 2018 March 2018 Meeting Fall 2018 Fall 2019 May 1, 2018 Fall 2018 Meeting Fall 2019	 A full Dental Hygiene curriculum proposal was created and went through the governance process. The curriculum was approved and sent to SUNY early January. Performing Arts we have developed several new courses (approved through campus curriculum) needed for the program and the full curriculum will be sent to SUNY late spring. A draft curriculum for IT, Energy MGT, and two stackable credentials have been developed by the Associate Dean of	The Dental Hygiene curriculum was finished and passed through the Curriculum Committee and the Campus Assembly. The document was then prepared for SUNY review. The proposal was eventually held upon financial review. Performing Arts Draft Curriculum was forwarded to Central Academic Affairs for review. This curriculum will be voted on by the faculty this fall. A draft curriculum for IT, Energy MGT, and two stackable credentials have been developed by the Associate Dean	

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						STEM but will now be reviewed by the new Senior AVP for STEM at the College. Currently on track with these dates	of STEM. We are now examining job trends prior to moving forward to curriculum. STEM building opening has been pushed to Spring 2020.	
Grant Campus	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 department to new building Submit first draft of the re-design of the Red Barns	January 2018 February 2018 Summer 2018 Fall 2017 June 2017	The committee completed their work of selecting an Architect and this was approved by the College (Dec. 17). The committee program plan was approved by Dr. McKay and we are currently working on the design plan. Pending arrival of new building Change of plan to make this building the Center for Social Justice.	The committee worked with the Architect and completed all blueprint plans. Documents are now being reviewed for HVAC, electric and security. Construction slated for Spring 2019. The Plant Operations new building plans are fully completed and we are awaiting a PLA approval document to move forward. The Red Barns have now been allocated to the Center for Social Justice. We await funding for this project.	

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Grant Campus	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	The program was implemented with 8 Counselors and will continue through the spring 2018 semester. The program was implemented with 6 faculty and will continue through the spring 2018 semester.	The CLC program was implemented with 8 Counselors and completed May of 2018. The TLC program was implemented with 6 faculty and completed May of 2018.	
Grant Campus	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)	Currently in the design stage for implementation mid-spring semester.	We completed 2 workshops on the use of the new technology in the LRC. Each program had between 6 and 8 participants.	
Grant Campus	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	Dr. Ryan, our TLC Coordinator, has offered 1 workshop during the Fall semester and will continue the workshops into the Spring.	Dr. Ryan, our TLC Coordinator, has offered 2 workshop during the Spring semester. This includes hosting the Pedagogical Faculty Conference late Spring.	
Grant Campus	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	This fall semester we have launched a new Science / VST Program in tutoring (648 appts held fall'17) and a new drop in tutor in the HSEC Nursing Center. Based on some inaccurate baseline	We implemented late night study tables (drop in) in the LRC for midterms and finals with 30 students in the fall utilizing services and 56 in the spring (writing center and math center).	

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						data we are currently tracking appointments with accurate measures.	In Nursing we made changes to hire 2 PTPA's to work with students with low ATI course scores. The Academic Skill Center also began offering CLEP exams this spring and we had 106 students participate. In total in the new LRC Academic Skill Center we had 1606 individual appointments this spring. This is up 18 appointments from Spring 2017. We offered a new program called Midnight Madness where we had the LRC open until midnight the week of midterms and finals.	
Grant Campus	Executive Dean	Student Services: Create enrollment management plans (with implementation) in the areas of: HIT, Art (visual & photo), Paralegal, and MFT.	Campus Associate Dean of Student Services	Create and implement individual departmental plans, which will include single program "open house" initiatives	Spring 2018	Admissions and the Executive Dean are in process of planning our high school "Dine and Discussion" program for March, 2018	Throughout the year we have achieved the following: 1. Hired a new Photo Coordinator to oversee recruitment in the Arts with the Assistant Enrollment Dean (Liz Spagnola). They have started their high school outreach.	

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							<p>2. We hosted 2 workshops: May 2018 we invited and had 50 Guidance Counselors to Campus to learn about HIT, Paralegal Arts and MFT Programs.</p> <p>3. May 18 I hosted a Superintendent and Principal Breakfast Meeting to speak of new programs as well as offer information on the same above programs.</p> <p>4. Jon Cyr and Liz Spagnola have a working Arts Plan. The Associate Dean of STEM has done the same for HVAC and MFT.</p> <p>5. HIT needs additional planning.</p>	
Grant Campus	Executive Dean	Implement procedure, policies, and function of the new Special Needs testing Center w/ in Coordinator.	Campus Associate Dean of Student Services	Assess the function and success of the new Special Needs Center	March 2018	We are currently trending higher in use of service for the Special Needs Testing Center: (fall 17: 1577 appts compared to Fall 16: 1373)	The new Testing Center has been well-received by students. In comparison to the 2016-2017 academic year, during 2017-2018, 22.3% more students scheduled appointments to take their tests in the	

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							Center, an increase from 2303 students to 2815 students for the academic year	
Grant Campus	Executive Dean	Campus Diversity Committee: Begin to implement the plans design through the committee.	Campus Associate Dean of Student Services	Implement 3 new initiatives via the campus diversity committee spring 2017 report	Complete by May 2018	As of December the Diversity Committee has implemented" focus groups and a written report, a Latin X program (these completed) and have 2 student town hall activities planned.	We hosted 6 events this year: 1. Trans in the Military event April 11, 2018. 100 people at the event. We received 69 surveys back. 2. Diversity Fellows Christina Vargas ran two different Diversity Fellows Workshops March 2nd & 9th over the course of 2 sessions to help Diversity and Inclusion members: 3. Art for Social Change Mission: To promote awareness, provoke dialogue and inspire actions regarding social change Dates: One week, from Monday, April 23 through Friday, April 27, 2018 Participants: -Student Artists: 80 -College Staff: 30 -Outside Community: 45	

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							-Audience served: 1,065 4. First Annual LatinX Heritage Month Celebration: Oct 11 and 12th. Stage Managers: Jason Ramirez 5. Diversity Workshop for AME Staff: May 11th, 2pm LRC Auditorium diversity committee has been developed and facilitate a diversity/customer workshop for AME staff. 5. Campus dialogue programs held each month during semester Sept: National Dialogue on Race Oct: African Culture dialogue Nov: Hatred to Harmony, guest speaker Frank Meeink Feb: Black Minds Matter/Black History Month Mar: Anatomy of a Doll/Women’s History Month/Sexual Assault	

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							Apr: Take Back the Night/violence against women May: This is America video by Donald Glover	
Grant Campus	Executive Dean	Re-Design the administrative process for campus internships.	Campus Associate Dean of Student Services	Create and implement an internship process.	Fall 2017 through Spring 2018		We have successfully created a database of all sites and students enrolled, instituted college wide forms and procedures. Our next step is better implementation of site placements through the academic departments.	
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	Written report complete, and approved by the BOT for submission.	Self-Study Visit was completed in March. MSCHE reaffirmed accreditation in June 2018.	Completed.
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	Online observation guide developed and reviewed.	Campus-based workshops for Department Chairs are planned for Fall 2018 in collaboration with the Office for Faculty and Professional Advancement.	To be completed October 2018.
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	Exec. Director of Sustainability Programs	AASHE (The Association for Advancement of Sustainability in Higher Education), has created a	End of FY 2017-2018	AASHE has revised the STARS tool from version 2.0 to version 2.1. Completed STARS review pilot program participation	Additionally released information on the STARS review pilot program revealed that it would support only Full Access	Further progress has been made on AASHE STARS reporting tool through individual meetings with various college divisions/departments. On

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		evident in SCCC’s curriculum, operations, and all other college functions.		standardized tool called STARS (Sustainability. Tracking and Rating System), which can be utilized for this undertaking. With appropriate input and cooperation from all divisions.		application, which obligates us to complete the preliminary reporting document by June 2018.	Subscription Benchmarking, whereas SCCC intends to submit only at the Basic Reporter level. Effective reporting at this level requires input from all college divisions, which might be most appropriately obtained with Cabinet level support/input, or designation of a workgroup such as the proposed President’s Sustainability Council. Implementation of this type of organizational structure may require additional time. Suggest resetting submission target to end of Fall 2018 semester.	track for submission by end of Fall 2018 semester. More comprehensive assessment might be obtained through a more holistic effort as described in previous update.
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	Approval received for adjunct participation in Spring 2018 Professional Development Day. Letter of interest written, reviewed, and	Professional Development Day was all set with over 700 attendees attending but it was snowed out and could not be made	Completed: Adjuncts will be invited for the Fall PDD.

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						to go out via e-mail the week of 1/30/18.	up – Fall PDD will be all set.	
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	One event held on the Ammerman Campus in December, 2017, on ADA compliance for online learning.	Ammerman and East Campus held their co-sponsored events. In addition, ADA training events with departments throughout the Spring semester were held at all 3 campuses.	Completed.
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	Districts identified. Data collected and ready for review.	Identified eight Suffolk County School Districts that indicated a high African-American population and reached out to six of them via their high school administration. Shared resources, initiatives, and strategies. Ongoing conversations continuing. Serving as a resource for two districts in implementing the mathematics initiative.	Completed.
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	One new company agreed to partner (a pharmaceutical) in Fall 2018.	One new company agreed to partner for Fall 2019.	Completed.

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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	Meetings already held with USDA representatives to explore research opportunities on Plum Island, NY.	Meeting held with Seatuck Environmental representative to explore additional research opportunities for students.	Completed.
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	Planning stages complete. Faculty surveyed was conducted fall 2017 to ascertain interest and availability. Planning meeting held with CIP staff who will conduct the Blackboard training workshop. Two separate workshops will be held (one for beginners and one for more advanced).	Goal achieved. Six workshops were conducted with a 59% non-credit ESL adjunct participation.	Completed.
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	Planning stages complete. Workshops developed and scheduled to be presented during a mid- March, three week period, prior to priority registration	Seven workshops were presented throughout the college in March and April. A total of 72 students participated and filled out a survey. The surveys are being evaluated by the Office of Planning and Institutional Effectiveness.	Completed: 93.1% of students reported that they are confident that they can create their own schedule after attending the workshop.

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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	Goal achieved. College PNU pass rate at 86%.	Goal achieved.	Completed.
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 for the program aggregate as a whole.	February 2018	Goal achieved. College RN aggregate at 80.5%.	Goal achieved.	Completed.
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	Goal achieved. Ammerman RN pass rate at 86.5%.	Goal achieved.	Completed.
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	Goal not achieved. Grant RN pass rate at 74%.	Goal not achieved.	Completed.

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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	Stage 1 is complete. A shared network folder has been developed with all the policies, procedures, and forms. In addition, all archived curriculum proposals and academic program reviews have been added to this drive. Stage 2 will be implemented in the spring with assistance from IT.	All policies procedures and forms for curriculum development and academic program review have been collected and archived. We have determined that SharePoint may not be a viable shared portal at this time. We will meet as a team this summer to consider alternative solutions including an authenticated website.	Partially completed. Program Reviews will be available on Blackboard Community by early Fall 2018. Academic affairs policies and procedures will fall within MSCHE recommendation.
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 promote the talent pipeline featuring “women in manufacturing.”	AVP for Workforce Development	Host awareness event; conduct satisfaction and needs assessment; plan future related programs.	October 2017	<i>Women in Manufacturing / STEM Summit</i> held on October 6, 2017 on the Michael J. Grant Campus at 9:30 am. Attendees included high school and college students, staff, and female leaders from the local workforce	WF&ED program enrollment demographics indicates sustained female participation. Coalition has identified interest and are evaluating the feasibility of hosting an on-campus event showcasing local robotics clubs and future STEM scholars in the 2018-19 academic year.	Completed. Based on feedback from several school district administrators, it has been determined that National Manufacturing Day occurs too early in the school year to allow the Robotics teams adequate preparation time for a showcase. However, we will continue our collaboration and outreach to the high school population.
Office of Academic Affairs	Associate Dean of Special Programs &	Develop and deliver 3 COIL (Collaborative Online International	Associate Dean of Special Programs	Increase the number of courses to a least 3.	May 2018	Workshops fully developed and	1 COIL workshop delivered and 1 faculty member	A total of 2 workshops delivered. Third was cancelled.

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	External Partnerships	Learning) workshops for faculty.	& External Partnerships	Offer those 3 COIL courses.	Fall 2018	scheduled for delivery in April 2018.	sponsored to attend a NYS COIL conference.	67% completed.
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	Of the 14 AtD activities, progress has been made on the design of 50% of them with weekly meetings scheduled during the spring 2018 semester.	Of the 14 AtD activities, progress has now been made on the design of 71% of them during the spring semester.	71% completed.
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	There are 8 sections completed of the suggested 14 standards for operating procedures based on standards from International Association of Campus Law Enforcement Administrators. The completed sections include: Vehicle refueling policy, internal written communication, code of conduct, patrol functions and tactics, command protocol, vacation leave and sick time, active shooter protocol, chain of command.	Added five new standard operating procedures related to day-to-day functions. Requested a use of force policy to be drafted by legal affairs for review. A standard operating procedure training will take place in June 2018.	Complete. -A total of five policies were enacted 16.1.2.3 VCAD/IMPACT Call Types 16.1.6 Clery Act 4.1.4 Video Camera Use 1.3.0 Overtime Policy (Policy revision) 11.3.0 Email Policy

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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	Complete	Complete with 100% able to utilize NYSIIS and CIR	Complete
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	A budget request was submitted for 2018-19 academic year. The budget narrative includes current research and outcomes of CRM systems. As a result it was deemed unnecessary to complete the white paper. Additionally a consultant will review the current banner admissions module and the impact of adding a CRM system will have on it.	Secured a contract for consultant to review Banner admission module to develop the RFP and Noel Levitt will come in September October to discuss process for RFP. Funding has been secured in the 18-19 budget.	Complete System selected Timeline for implementation in place.
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	Formal and informal focus groups have been conducted. Plans for support programs are in discussion.	Complete A total of 112 students participated in the mentoring programs provided for African American Students	Complete

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					based on identified needs. June 2018: implement program			
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 Spring 2018: alerts sent to faculty the 6 th , 7 th , and 8 th weeks of the semester.	The faculty received an additional college brief reminding them to participate in the early alert. Students received an email and two text messages to check the academic alert in MySCCC.	Complete 19.6% increase in section utilization from Fall 2016 to Fall 2017.	Complete
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	The policy has been developed and reviewed by the LGBTQ task force and is currently being reviewed by the Chief Diversity Officer	Policy review completed. Based on IT timeline will present to the BOT in Fall 2018 so that the policy is presented with functional use of display name is available in Banner.	Policy complete will be presented to the Board of Trustees when Banner functional use is in place.
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		Completed May 29, 2018 Will develop a series of additional implicit bias topics for 18-19 SAPDC.	Complete

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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	The Associate Deans of Student Services are meeting on Friday, January 26, 2018 to discuss addressing a weaknesses.	Two weaknesses identified: Academic Integrity and plagiarism policy/process/outcomes Use of consistent letters and processes across campuses. Review of 129B compliance with Legal Affairs and Chief Diversity Officer	Academic Integrity policy revision is drafted. Review of 129B compliance completed.
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 II 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	Staff members from OPIE and ITS have scheduled a meeting to further outline the project, look at the requirements document, and focus on some of the ODS table.	Staff members from OPIE and ITS continue to discuss how to best implement a College-wide dashboard. Meetings will take place throughout the summer to finalize timelines, requirements, update ODS tables, etc.	As plans for a Master Data Warehouse are being developed, VP Pedersen and members of ITS worked to produce a short-term reporting dashboard through Argos. The dashboard has been presented to Cabinet members and President McKay for review, discussion and suggestions.
OPIE	VP of OPIE	Train College personnel to use Nuventive software to report on operational planning, and utilize this method	Assistant Director	At least one person in each division or campus trained to report on Operational Planning.	December 2017	Almost all staff members identified for training by President's Cabinet members have been trained. The final two training sessions	The remaining staff members were identified and trained in late January, and one-on-one refresher	Completed

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		for the January and June reports.		At least two persons from each division or campus.	May 2018	are scheduled for the week of January 8th.	sessions were conducted when requested. The TracDat system was utilized to store January 2018 operational plan updates.	
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 I	Draft of reworked data package developed. Review by AAC members and Academic Affairs, using review rubric	October 31, 2017 December 20, 2017	The first draft of a reworked data package (Tables 1-5C) has been completed. The revised package is currently being reviewed by the Assistant Director, OPIE to gauge clarity and whether the document is more user friendly. A final draft will be sent to the VP, OPIE by the end of the month.	The first draft of a revised data package was presented to the College Assistant Dean for Curriculum Development in March. Additional revisions to Tables 6A and 6B were identified, and the elimination of others tables were discussed. The outlined revisions were made and sent to Academic Affairs and OPIE's Specialist 2 for further review. A final version will be sent to the College Assistant Dean for Curriculum Development by/before July 1st for review, approval, and implementation in Fall 2018.	OPIE's ED and Specialist I met with the College Assistant Dean for Curriculum Development for a final review of the data packages in July. OPIE will have the new data packages prepared for distribution beginning Fall 2018.
OPIE	Executive Director of OPIE	Create an OPIE "ticketing" system to provide more efficient	Executive Director of OPIE and Assistant Dean, IT	Development of ticketing system.	Nov. 15, 2017	OPIE "ticketing" system has been created and is	After receiving feedback from test users, OPIE has been	Completed

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		distribution of tasks/requests and to better manage workflow.		Beta testing done with select “clients.” Deployment of system College-wide Assessment of system’s usefulness	Nov. 15 th through December 20, 2017 January 15, 2018 June 18, 2018	currently being tested by selected SCCC stakeholders. After receiving feedback, OPIE is looking to implement the system college-wide by the end of January.	using the “ticketing” system since February 2018. When data requests are received via e-mail or a call, the VP or ED outlines the process to the requester, places the request in the system, disseminates the request appropriately, and tracks it through completion. OPIE plans to continue using the system until the new ITSM is implemented, and will provide information about OPIE’s use of the ticketing system to the College community.	
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	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	April 2018 April 2018 May 2018	Throughout the Fall 2017 semester, the AAC co-chairs met as a group and with other institutional assessment liaisons to discuss the AAC. Three primary areas of focus--purpose, engagement and membership--have been identified for the 2018-2019 academic year. Tentative	The AAC co-chairs have moved forward with implementing the first set of changes to the AAC. An AAC New Members Orientation packet was developed and presented to the council for review, discussion and approval. Based on	AAC co-chairs met in June to prepare for the Fall 2018 semester. Tentative agendas and activities for both meetings have been prepared.

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		assessment efforts at the College.		If approved by JPAC, e-mail final document to President McKay Full implementation	May 2018 September 2018	timelines have been outlined, but final timelines will be based on the M.S. accreditation visit and assessment recommendations, if any.	feedback received, it will be provided to all members beginning in Fall 2018. A letter was sent to all AAC members to gauge their continued interest in remaining on the council. Twenty-six of the 42 members would like to continue; four members declined and 12 did not respond. The AAC co-chairs will be meeting throughout the summer to prepare for the 2018-2019 semester and further discuss proposed changes to the council.	
Business & Financial Affairs	VP Business & Financial Affairs	Select a 3 rd 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	Department has identified a 3rd party provider. General counsel is reviewing NYS contract	Initial meeting will be scheduled by June 2018 for shareholders to ask questions and to set up a timeline for implementation. Contract is still under review by General Counsel. College has included anticipated savings from electronic refunds in	SCCC is reviewing VPAT for vendor. Once approved contract should be prepared. Implementation is tentatively scheduled for October/November

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							the FY19 operating budget.	
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		A survey has been prepared and will be issued in June/July to users to measure user satisfaction and identify areas for improvement.	Completed.
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	Met with representatives from Student Affairs, Campus Business Offices and IT to discuss how to improve communication. Proposed new policy for handing this student population. An agreement was reached to adjust dates for confirming attendance until after Spring grades were published to reduce the number of students who lose FA after confirming attendance, however due to Banner 9 migration, this will be pushed out to Spring 2018. FA has begun reaching out to students who lose FA to assist them in the	5/10/18 NACUBO issued “Best Practice for Financial Responsibility Agreements with Students” as guidance for institutions. AD for Financial Affairs will reach out to Student Services to discuss.	AD for Master Schedule/Registrar has been out on extended leave. Plan to revisit when she returns.

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						appeals process and/or securing other aid. No consensus was reached on how to handle students who lose aid and never attend - continued discussion/ administrative policy needed.		
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		College saw an increase in Spring 2018 TPP 2nd payments of 3.5%. Will continue to utilize electronic messaging and monitor results. 5/10/18 NACUBO issued "Best Practice for Financial Responsibility Agreements with Students" as guidance for institutions. College will update catalogue and TPP agreement to include suggested language.	Department will continue to utilize text/email notifications for the Fall 2018 semester. 3 rd party vendors area being considered to assist with tracking payment plans/student A/R
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	College saw a decrease in students who never used meal plan funds of 3%. Sales for Fall 2017 increased 10% over Fall 2016. Meal plan usage increased	College saw a decrease of students who never used meal plan funds by 2.36%. Sales for the Spring 2018 Semester increased 9.6% over	Unused meal plan funds decreased by 3.8% for the 2017/18 usage year.

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						9%, cash/credit sales increased 12%/	the Spring 2017. Meal plan usage increased by 9.1%, cash/credit sales increased by 7% Overall for the school year, we have had an increase of 10.84% of overall sales from the 16-17 year. This breaks down to an increase of 9.42% in Meal plan usage, and 9.74% percent in Cash/Credit sales	
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 – Oracle DBA, disk space (SAN), firmware, middleware, backup/ migration) SICAS Center – Banner releases, patches, upgrades Associate Director, Systems/Data Center, ITS Associate Dean	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	The first meeting of the implementation team was held and the project plan, timeline, stakeholders, training, and communication needs were reviewed. Following the meeting, a training coordinator was added to the team and a subgroup met to discuss training. A training site has been created and the development and sharing of training materials has begun. Also, dates for monthly team meetings have been scheduled. Regarding prerequisites:	Oracle Wallet Proxy testing completed and the Banner 9.12 pre-requisites were installed into PROD in March. Additional Banner pre-requisites have been installed in non-PROD and testing is in progress, with an installation planned for June 30. Banner 9 functional testing of all modules is currently in progress. SICAS customizations will not be completed on baseline forms until	The required additional pre-requisites and Banner 9 PROD have been installed and Banner 9 is now live for HR/Payroll and Finance. As they transition to the new system, some minor issues are being discovered and addressed. Most of SICAS's modified baseline pages have been released and a request has been made to install these in our testing instance. Their four remaining pages are in development. The implementation team meeting schedule for the fall has been established and the Student module teams are set to restart

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			Master Scheduling/ Registrar		<p>May 2018: Identify training and Help Desk Needs</p> <p>June 2018: Go live with Banner 9 Administrative Forms.</p>	<p>- Testing for the Oracle Wallet Proxy in progress.</p> <p>- Request submitted to SICAS to install Banner 9.12 prerequisites into non-PROD environment for testing.</p>	<p>late summer. This impacts a full transition to Banner 9. Plans remain to have Banner 9 available in production shortly after June 30th with HR/Payroll and Finance transitioning to Banner 9 during the summer. However, the users of the Student module will not begin a transition until September/October</p>	<p>their work in mid-September. October 30 remains the target for their Go Live, however this is predicated on the availability of the four remaining pages referenced above.</p>
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	<p>Successful implementation and availability.</p> <p>Vast reduction of paper generated transcripts. System available to students and Central Records.</p>	<p>2017 3Q: ITS complete integration between Banner and Credentials</p> <p>2017 3Q: ITS complete cover letter for transcripts that students pick up</p> <p>2017 4Q: ITS and Student Affairs complete testing</p>	<p>Credential's electronic transcripts went live end of November. Positive feedback received from students. While not part of the project requirements, we are waiting for a response to a follow up email sent to Credentials requesting the status of the creation of the EDI version of the Gen Ed transcript.</p>	<p>Modifications completed by Credential's to enable multiple transcript requests to be processed in one order.</p> <p>Additional modifications were completed for the EDI version of the Gen Ed transcript and Credential's is waiting for Stony Brook to perform testing.</p>	Completed

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					2017 4Q: Student Affairs develop communication plan			
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	Purple Briefcase system went live end of November	Extract Graduate File from Banner completed and testing with Purple Briefcase is in progress.	Completed
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 streamlined systems to assist students with their learning	Assistant Dean, Enterprise Applications, ITS Associate Director, Enterprise Applications ITEC Center— Associate Director,	Successful Banner implementation and availability 100% Banner functionality and supplemental third-party systems will be available	2017 4Q: ITEC develop the infrastructure in the new data center 2018 1Q: ITS testing 2018 1Q: Banner 8	ITEC turned the systems at the new data center over to ITS in January. Initial SUNYnet connection problem was identified and resolved. Firewalls and connection testing required before Banner and 3rd party systems may be	Final migration of Banner and supplemental third-party systems to the VTC occurred the weekend of April 20. Remaining systems include: Degree Works, Ellucian Go (Mobile App), and Luminis.	Completed

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		environment, communication, and technology.	Systems/Data Center		Functional Testing 2018 1Q: go live	tested. Initial testing requirements identified and full testing plan in development. Technical team expressed concern with the timing of the Go-Live as it may conflict with Priority Registration. Possible delay will be considered as the testing progresses		
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.		Office 2016 is installed with Windows 10, hence all computers being replaced will have Office 2016 configured and ready for going to O365. We will start the upgrade of Office 2013 to Office 2016 within the next 6 weeks.	Other than mobile devices, the upgrade has been completed
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	Director Infrastructure Services	>80% completion with full connectivity on completed installations	Fall 2018: Eastern Campus Summer 2018: Ammerman and Grant campuses	Eastern Campus has been completed as far as installation of fiber. Two building left to convert to new cabling. Ammerman campus and Grant campus have three buildings left for installation. All other	Ammerman campus has only the Annex remaining. Grant campus still has same buildings waiting for installation. The NYS OGS contract was expired and it has been difficult to get a	Four buildings remain on the Grant campus. Two of the buildings are waiting on the STEM building to provide a more direct path for the cable.

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		connections to be installed providing automatic failover between connections. It will also prepare the buildings to utilize changing technologies as needed.				building have been moved to new cable.	contracted team to finish the installation.	
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.			The Grant campus has been started: HSE open area between HSE and LRC has had access points installed and are operational. Cabling has been installed on the backside of HSE for Tennis courts and field areas. Installation of access points is scheduled for beginning of July. Captree has cabling installed but we need core holes installed for antenna wires by Plant Operations.	Ammerman and Eastern have been completed. Cabling for the remaining access points for Grant has been completed. Installation is scheduled for the late part of September.
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	The PMO is up and running. Project requests are being received and projects being managed. Also, projects established prior to the PMO's operation are being tracked. A presentation made to	PMO continues to function as noted in January. An IT Governance structure still needs to be approved and implemented	Completed

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						the Cabinet outlining the organization and role of the PMO. Discussions are ongoing regarding the transition to a new IT project governance structure.		
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 for Social Justice)	Prioritize college and campus goals. Implement programs	Fall 2017 Spring 2018	President’s Diversity Council met five times during the fall semester and engaged in the following dialogues and work: <ul style="list-style-type: none"> Reviewed goals in strategic and operational plan; employee and student demographics ; hiring and search committee activity, hiring process for faculty, staff and adjunct, challenges and upcoming needs in recruitment and retention SUNY wide Diversity Policy; data 	President’s Diversity Council continued to meet and discuss Spring educational programs and the many activities sponsored by the Office of Multicultural Affairs, the Center for Social Justice, the Undocumented students’ task force, the LGBTQ+ taskforce and in support of sexual violence prevention efforts (expected by Title IX and New York State Law 129-B.). Events on all three campuses included film screenings, dialogues, panel presentations, exhibitions, cultural presentations, Tunnel of Oppression,	In July, SUNY was provided with a report on diversity, equity and inclusion, accomplishments, priorities and activities in response to the “Governor’s Call to Action on Diversity and Inclusion.” In July, the CDO and Affirmative Action Officer designed and presented an interactive workshop to provide incoming EOP students with information on diversity awareness, microaggressions, implicit bias, and stereotypes. The President’s Diversity Council met in June and endorsed an optional syllabus statement that was drafted by the Undocumented Student’s task force. The co-chairs of the Diversity Council are meeting with President

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						<ul style="list-style-type: none"> collection updates; future needs • Faculty and staff professional development needs and current activity • Best practices in climate assessment, inclusion and civility efforts in higher education and at community colleges • Programmatic needs and intersection of work across the campuses including those in Multicultural Affairs and the Center for Social Justice and Human Understanding • Impact of the external climate; local community efforts; 	<p>Women’s Empowerment and Leadership conference, Student Diversity Conference, Take Back the Night, Unity Day, Black history month programs, campus keynote by afrocentricity scholar Dr. Molefi Kete Asante, ENL open house for high school students, and many others.</p> <p>In April, the Diversity Council hosted a webinar given by AAC&U entitled “A Vision for Equity: Campus-Based Strategies for Committing to Equity and Inclusive Excellence” and continued its work through Achieving the Dream. The Council will be meeting again in June.</p> <p>In April, the Chief Diversity Officer worked with the Student Affairs professional development</p>	<p>McKay to outline priorities for the 2018-19 year.</p> <p>Required 129-B and Title IX training was held for orientation leaders; student leaders; peer mentors; athletes; athletics coaches; and athletics administration.</p> <p>College seminar presentations are scheduled to take place in October 2018 and have been expanded to cover all three campuses in collaboration with the Crime Victims Center (CVC) and Victim’s Information Bureau of Suffolk (VIBS.)</p> <p>Title IX training is scheduled for Evening Common Hour at the Ammerman campus.</p> <p>In August the CDO and AAO attended Undocumented Students Rapid Response Training at the Ammerman Campus in an effort to enhance student and employee awareness.</p> <p>Attendees included but were not limited to representatives of the Center for Social Justice and Human Understanding,</p>

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						<p>impact on student success; feeling of community and belonging; support and educational efforts</p> <ul style="list-style-type: none"> • Report on the work of different task forces at the college including the Undocumented student taskforce; LGBTQi task force; and Grant Campus Diversity committee • Intersection of this work with compliance (i.e. civil rights compliance review and accessibility for individuals with disabilities) <p>Met with Achieving the Dream (AtD) Coaches on implementation of</p>	<p>committee to host and present a workshop on implicit bias entitled “Where Are You From Really? Examining our Hidden Biases” The committee will host an ongoing implicit bias series during the 2018-19 academic year. The CDO also worked with the Grant Campus Diversity Committee to conduct a two part, 7 hour training workshop on strengthening facilitation skills for diversity, equity and inclusion. The Affirmative Action Officer worked with Achieving the Dream on the focus group project for African American students. In spring 2018 the Affirmative Action Officer and Assistant Director for Human Resources met with 14 search committees. Human Resources reviewed the process for establishing</p>	<p>Campus Activities, and the Office of Disability Services.</p> <p>Dates have been scheduled to conduct implicit bias training in fall 2018 as part of professional development day on 10/9; and as part of a series for the Student Affairs Professional Development Committee. Safe Spaces/Braver Spaces training is in the final stages of development with an anticipated rollout of fall 2018. President McKay has chosen Colonel Greg Gadson as this year’s Distinguished Presidential Lecturer sponsored by the Center for Social Justice Human Understanding on 10/30.</p> <p>Two additional search briefings were completed prior to the start of the academic year.</p>

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						<p>AtD Plan including expectations for equity and student success; and the role of the Council in the implementation of the AtD plan</p> <p>Three members of the Diversity Council attended the SUNY wide Diversity Conference in November 2017</p> <p>Education of search committees and improvement of hiring process for faculty and staff is continuous. In fall 2017 the Affirmative Action Officer and AVP for Human Resources met with seven search committees.</p> <p>There is continuous updating of information to prevent sexual violence under Title IX and NY State law 129-B. For example, the College Title IX brochure was revised each semester, educational programs took place during new student and employee orientation; during college seminar</p>	<p>committees and requesting the search briefing and revised the process to ensure that access to candidate resumes is only permitted once the initial briefing is held. An additional outreach resource was added for all postings through indeed.com.</p> <p>Data and statistics about the demographics of applicant pools was maintained and a summary will be presented to the Cabinet.</p>	

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						courses and as stand-alone programming for students.		
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	In November 2017, the College provided NYSED with compliance plans for accessibility improvements to campus facilities and buildings. The College proposed a number of corrective measures, including initiating a College-wide wayfinding/accessibility study by campus in order to identify accessible routes of travel from accessible parking areas to buildings and between buildings. The College anticipates engaging the services of a design consultant in the spring of 2018 to conduct the study, and implementing improvements by the fall of 2019. The voluntary compliance plan was submitted to the NY State Education Department to begin implementation of	Training was conducted for Study Abroad Faculty and policy was disseminated to all study abroad students. Faculty Handbook update was completed. New hire/Adjunct orientation was completed. Training and outreach was completed as part of requirements for 129-B with students by the office and in collaboration with the Crime Victims Center (CVC) and Victim’s Information Bureau of Suffolk (VIBS.) Employees were asked to complete another round of courses for mandatory online training. Required courses include:	Legal Affairs presented to the Department Chairs on 8/29 to review compliance expectations, policies and procedures, referrals, reporting requirements and supervisory issues. Presentations also took place at New Employee Orientation on 8/24 and at adjunct orientation on 8/29. An updated Whistleblower policy and a Social media policy were approved by the BoT at the August 2018 meeting. Over 2200 employees have completed their assigned online training as of August. College has continued a number of structural improvements to campus facilities in accordance with its Voluntary Compliance Plan (VCP). Updates have been provided to NYSED’s Office for Civil Rights. For example, in August, a full renovation to designated

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						<p>corrective actions. Updates to the non-discrimination statement and CTE statement were completed as per the letter of finding, and application questions were revised where necessary per the requirements of the letter of finding:</p> <ul style="list-style-type: none"> • Non-discrimination notice on College website appears as a banner at footer of all websites: • Applications for admissions: • College catalog: • Student handbook: • Individual job postings/employment: • Contracts with external vendors were amended to include the non- 	<p>- Preventing Discrimination and Sexual Violence Plus - Unlawful Harassment Prevention for Higher Education Faculty, Staff and Supervisors - FERP for Higher Education Over 1900 employees have completed their assigned training as of June 8th. College anticipates issuing a Request for Proposals to retain a new consultant to continue to provide online training to College employees. An updated Equal Opportunity and Anti-Discrimination policy was adopted by the Board of Trustees in March 2018; draft of revised grievance procedure is under development. In addition, work was completed in support of the College’s response to the Office of Civil Rights agreement; including</p>	<p>parking lots on the Ammerman campus was completed. This provided improved accessibility and increased the number of handicapped parking spaces as per timeline in the Voluntary Compliance Plan</p>

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						<p>discrimination notice -</p> <ul style="list-style-type: none"> • Employment application • CSTEP/STEP and Liberty Partnership applications <p>Annual and continuous public notification were completed as per the letter of finding:</p> <ul style="list-style-type: none"> • Internal employees - College Brief “Prohibition Against Discrimination and Sexual Harassment/Sexual Violence” – October 17, 2017 • External/Public notice - Continuing education catalog (p.6) – mailed to all households as well as 63 Suffolk County Libraries: • Internal notice to 	<p>adoption of a website accessibility policy in February 2018; engagement of other areas within the College to ensure delivery of accessibility training and to develop procedures that will assist the College in meeting its obligations under the agreement. The web audit required by the agreement with OCR is underway and is expected to be completed in Summer 2018. College has completed a number of structural improvements to campus facilities in accordance with its Voluntary Compliance Plan (VCP). Updates have been provided to NYSED’s Office for Civil Rights. Contractors will be retained in Summer 2018 to improve exterior stairs, ramps and walkways located on the</p>	

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						<p>students – posted in the portal (MySCCC)</p> <ul style="list-style-type: none"> • Student Newspapers on all three campuses published notice in December 2017 • College Facebook page published the notice on November 28, 2017 - • Updates have been drafted for the faculty handbook and will be disseminated in Spring 2018 • Updates have been drafted for the Spring 2018 issue of Career Focus • Flyers for career and transfer center now include updated notice 	<p>Ammerman Campus, in accordance with the VCP.</p>	

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						Draft of new non-discrimination policy is complete and undergoing final review by General Counsel		
Office of Institutional Advancement	Vice President for IA and VP for Academic Affairs	Advance toward completion of redevelopment of all secondary level program/department pages on the College website.	Associate Dean for IA; Assistant Director for Web Services; Assistant and Associate Deans for Curriculum Development	Meetings with each program/department. Includes an outline of edits for the design. Go-live for program and departmental content pages using the new design template.	Fall 2017 Spring 2018	Working with the members of the Website Steering Committee (Institutional Advancement, Information Technology Services, and Academic Affairs), individual meetings were held with representatives (academic chairs, faculty) from 24 College programs throughout the fall 2017 semester regarding content for each department website. Determinations were made related to transitioning, securing, and/or creating content in order to bring each of the sites up to date and to bring each site into conformity with the	Working with the members of the Website Steering Committee (Institutional Advancement, Information Technology Services, and Academic Affairs), individual meetings were held with representatives (academic chairs, faculty) from 24 College programs throughout the Fall 2017 semester regarding content for each department website. Determinations were made related to transitioning, securing, and/or creating content in order to bring each of the sites up to date and to bring each site into conformity with the Omni Update design	

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						<p>Omni Update design template and into compliance with ADA regulations. The accessibility of online content and functionality will be measured according to the W3C's Web Content Accessibility Guidelines (WCAG) 2.0 Level AA and the Web Accessibility Initiative Accessible Rich Internet Applications Suite (WAI-ARIA) 1.0 where applicable for dynamic web content. Staff is currently completing the redesign and relaunch for each new site for all 24 programs. A similar effort will be repeated for the next cohort of programs until all sites (approximately 100) are updated and launched. Timeline is being impacted by the recent notification from the US Department of Education, Office for Civil Rights (OCR),</p>	<p>template and into compliance with ADA regulations. The accessibility of online content and functionality will be measured according to the W3C's Web Content Accessibility Guidelines (WCAG) 2.0 Level AA and the Web Accessibility Initiative Accessible Rich Internet Applications Suite (WAI-ARIA) 1.0 where applicable for dynamic web content. Staff is currently completing the redesign and relaunch for each new site for all 24 programs. A similar effort will be repeated for the next cohort of programs until all sites (approximately 100) are updated and launched. The next cohort of program/department meetings were completed before the end of the spring semester. Sites have been activated as</p>	

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						<p>regarding implementation of a resolution agreement by the College. Consultant RFP has been issued and a vendor has been selected to assist with addressing the action items identified in the resolution agreement associated with website accessibility standards.</p>	<p>content discussions have reached conclusion. Project timeline impacted by the notification from the US Department of Education, Office for Civil Rights (OCR), regarding implementation of a resolution agreement by the College. Consultant RFP has been issued and a vendor has been selected to assist with addressing the action items identified in the resolution agreement associated with website accessibility standards. Website accessibility audit was conducted early in the summer of 2018. Most of the accessibility issues found during this audit were syntactic in nature, typically requiring straightforward remediation. The web services team is already addressing</p>	

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							<p>the technical corrections required. Secured an extension from OCR for the due date for receipt of the College's Corrective Action Plan from June 13th to July 27th. There is an 18-month timeline for the implementation of the action items within the Corrective Action Plan. For the Fall 2018 semester, the final remaining program sites to be discussed and developed are related to Liberal Arts, Social, and Natural sciences, and the Humanities. The Website Steering Committee is working toward completing the site's program pages by the end of the 2018 calendar year.</p>	
Office of Institutional Advancement	Vice President for Institutional Advancement and Foundation Executive Director	Expand Annual Fund, Alumni, and Major Gifts revenue raised by staff within the College Foundation.	Executive Director of the Foundation, Director of Development and Director of Alumni Affairs	Outline of targeted goals that will serve to raise revenue raised in each of the three categories.	Fall 2017 and Spring 2018	To expand awareness of the Annual Fund, two new initiatives were introduced this year. First, the Foundation made a concerted effort to tie	To expand awareness of the Annual Fund, two new initiatives were introduced this year. First, the Foundation made a concerted effort to	

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						<p>contributions to the Annual Fund to the national Day of Giving (Giving Tuesday) Campaign (November 28, 2017). Second, as part of the campaign plan, a fleece jacket premium was offered to anyone making a new gift of \$100 or more to the Foundation before 12/31/17. In response, over 74 jackets were distributed as part of the promotion.</p> <p>The Foundation successfully met its original major gifts campaign goal of \$7 million before the end of the 2017 calendar year. The President announced at that time, his intention to initiate a bridge campaign to increase this amount to \$10 million by 2020 in order to raise funds in support of newly identified College priorities.</p>	<p>tie contributions to the Annual Fund to the national Day of Giving (Giving Tuesday) Campaign (November 28, 2017). Second, as part of the campaign plan, a fleece jacket premium was offered to anyone making a new gift of \$100 or more to the Foundation before 12/31/17. In response, over 74 jackets were distributed as part of the promotion.</p> <p>The Foundation successfully met its original major gifts campaign goal of \$7 million before the end of the 2017 calendar year. The President announced at that time, his intention to initiate a bridge campaign to increase this amount to \$10 million by 2020 in order to raise funds in support of newly identified College priorities. To support the goal of</p>	

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						To support the goal of raising funds that can be directed toward expansion of the College's automotive program, Foundation staff are aggressively pursuing relationship building with program partners, area dealerships and trade groups such as the Greater NY Auto Dealers Association. As part of this effort, we will honor the 30th anniversary of our Automotive Technology program during the Foundation's 2018 Gala.	raising funds that can be directed toward expansion of the College's automotive program, Foundation staff are aggressively pursuing relationship building with program partners, area dealerships and trade groups such as the Greater NY Auto Dealers Association. As part of this effort, we will honor the 30th anniversary of our Automotive Technology program during the Foundation's 2018 Gala.	
Office of Institutional Advancement	Vice President for IA and VP for Academic Affairs	Develop and implement specific communications that support enhanced internal awareness regarding the College's Middle States and Achieving the Dream activities.	Vice President for Institutional Advancement and VP for Academic Affairs	Development and deployment of messaging related to both projects that will keep the College stakeholders and the College community apprised regarding progress on these major initiatives.	Fall 2017 and Spring 2018	A Middle States update was shared with the college community via a College Brief issued on 10/31. A MSCHE Open Forum was hosted as part of the Middle States Self-Study Chair's Preliminary Site Visit to the College; this site visit took place on	A Middle States update was shared with the college community via a College Brief issued on 10/31. A MSCHE Open Forum was hosted as part of the Middle States Self-Study Chair's Preliminary Site Visit to the College; this site visit took place on 11/7.	

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						<p>11/7. The day's itinerary included the opportunity for faculty, staff and students to meet the Chair of the visiting team, tour the campus and facilities, and provide feedback to the MSCHE Steering Committee on the clarity of the Self-Study report.</p> <p>Toward the end of the fall 2017 semester, meetings with the Standard teams were held and final edits were made to the self-study document.</p> <p>Timely MSCHE updates were presented at BOT monthly meetings and updates were also provided as part of the BOT Update report, issued weekly.</p> <p>Faculty, staff and students were updated on MSCHE and AtD as part of the semester Town Hall meetings.</p> <p>Our AtD coaches</p>	<p>The day's itinerary included the opportunity for faculty, staff and students to meet the Chair of the visiting team, tour the campus and facilities, and provide feedback to the MSCHE Steering Committee on the clarity of the Self-Study report.</p> <p>Timely MSCHE updates were presented at BOT monthly meetings and updates were also provided as part of the BOT Update report, issued weekly. Faculty, staff and students were updated on MSCHE and AtD as part of the semester Town Hall meetings.</p> <p>Toward the end of the Fall 2017 semester, meetings with the Standard teams were held and final edits were made to the self-study document. Our AtD coaches visited in October 2017. The College's MSCHE</p>	

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						<p>visited in October 2017.</p> <p>AtD steering committee and joint core and data team meetings have been scheduled to take place throughout the spring 2018 semester.</p>	<p>reaccreditation team visit took place March 19-21. Official communication was received from the Commission following its June meeting, indicating successful reaccreditation. AtD's 2018 Dream Conference was held in February. AtD steering committee and joint core and data team meetings took place throughout the spring 2018 semester. Our AtD coaches visited in May 2018. They complimented our progress in targeting attention toward part-time and minority students and the support that will come from the Pathway and onboarding redesign efforts that are underway. Supported by enhanced technology, OER, online efficiencies and reconsideration</p>	

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							of testing and advising practices the College is steadily advancing on this initiative. Extensive time was been spent meeting and delivering presentations to governance bodies, as well as academic and student affairs staff throughout the spring semester.	
Office of Institutional Advancement	Vice Presidents for Institutional Advancement and Academic Affairs	Continue to provide leadership to implement the U.S. Department of Labor TechHire RESTORE grant through post-award infrastructure and coordination of the effort.	VP of Institutional Advancement, VP Academic Affairs, College Assoc. Dean of Sponsored Programs	Refine budget, purchasing, hiring, and oversight processes, as well as liaise with the USDOL program officials and Jobs for the Future technical assistance providers. Implement and oversee the participant and program reporting systems to meet 100% of this program’s quarterly reporting requirements.	Fall 2017 and Spring 2018	5th quarterly narrative report delivered October 10th; liaison activity included 5 Technical Assistance calls with JFF, one call with the Program Officer, and six Technical Assistance webinars. Worked with each career track to refine participant case files and meet data reporting requirements. Continued reporting database development and deployed a database version to each career track via a shared folder system. Began training of career track data entry	5th quarterly narrative report delivered October 10th; liaison activity included 5 Technical Assistance calls with JFF, one call with the Program Officer, and six Technical Assistance webinars. Worked with each career track to refine participant case files and meet data reporting requirements. Continued reporting database development and deployed a database version to each career track via a shared folder system. Began training of	

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	January 2018 Update	June 2018 Update	August 2018
						<p>and case management personnel in data element definitions and case management protocols. Staff from all career tracks attended training webinars on performance data collection and upload.</p>	<p>career track data entry and case management personnel in data element definitions and case management protocols. Staff from all career tracks attended training webinars on performance data collection and upload. Completed reporting database system in time for first data upload. Coordinated 3 career tracks and combined data from all. Data successfully uploaded to USDOL reporting system February 14. 6th quarterly narrative report delivered February 14th; liaison activity included 4 Technical Assistance calls with JFF and 7 Technical Assistance webinars. Met to work with HIT and Cybersecurity career tracks on 7 occasions. Data successfully uploaded to USDOL</p>	

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	January 2018 Update	June 2018 Update	August 2018
							reporting system for the second time on May 15. 7th quarterly narrative report delivered May 15; liaison activity included 4 Technical Assistance calls with JFF, 1 call with the Program Officer, and 12 Technical Assistance webinars. Met to work with AM, HIT and Cybersecurity career tracks on 12 occasions.	
Office of Institutional Advancement	Vice President for Institutional Advancement	Improve the grants development pre-and post-award database and align with the pre-award workflow and filing system to strengthen compliance, coordination, and capacity.	VP for Institutional Advancement and College Associate Dean for Sponsored Programs	Revision of MS Access tracking and reporting database. Increase staff training and use from 20% to 100%.	Fall 2017 and Spring 2018	MS Access tracking and reporting database revised twice during fall semester, including development of grant time commitment reporting and grant report deadlines reporting capabilities and continued to improve alignment between the database and grant submission form by including seven additional elements found on the form but lacking in the database. Entered/Updated field added to track staff	MS Access tracking and reporting database revised twice during fall semester, including development of grant time commitment reporting and grant report deadlines reporting capabilities and continued to improve alignment between the database and grant submission form by including seven additional elements found on the form but lacking in the database.	

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	January 2018 Update	June 2018 Update	August 2018
						use of database, which increased from 20% to 40% between September 1 and December 31	Entered/Updated field added to track staff use of database, which increased from 20% to 40% between September 1 and December 31, and from 40% to 60% between January 1 and June 30, 2018. The database continues to be user unfriendly despite revisions, limiting the number of staff using it.	