

Suffolk County Community College **2018 – 2019 Operational Plan**



Office of Planning and Institutional Effectiveness

October 2018

Suffolk County Community College 2018 -- 2019 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 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: Leadership and Vision; Data and Technology; Equity; Teaching and Learning; Engagement and Communication; Strategy and Planning; and Policies and Practices.

President's Goals:

Goal 1 – Student Success: Through implementation of the Achieving the Dream action plan, the President will lead our work as one college to set in place equitable processes and procedures that ensure all students can expect to enjoy similar positive experiences during their interactions at Suffolk County Community College.

Goal 2 – Community Development/Societal Improvement: Now that we have filled positions designed to address STEM and Workforce-related areas, the President will work with the team to develop programs and opportunities to respond to STEM, business, and workforce-related needs of Long Island.

Goal 3 – Access and Affordability: The President will initiate a complete review of organizational structures and personnel responsibilities to enhance operational efficiencies and effectiveness.

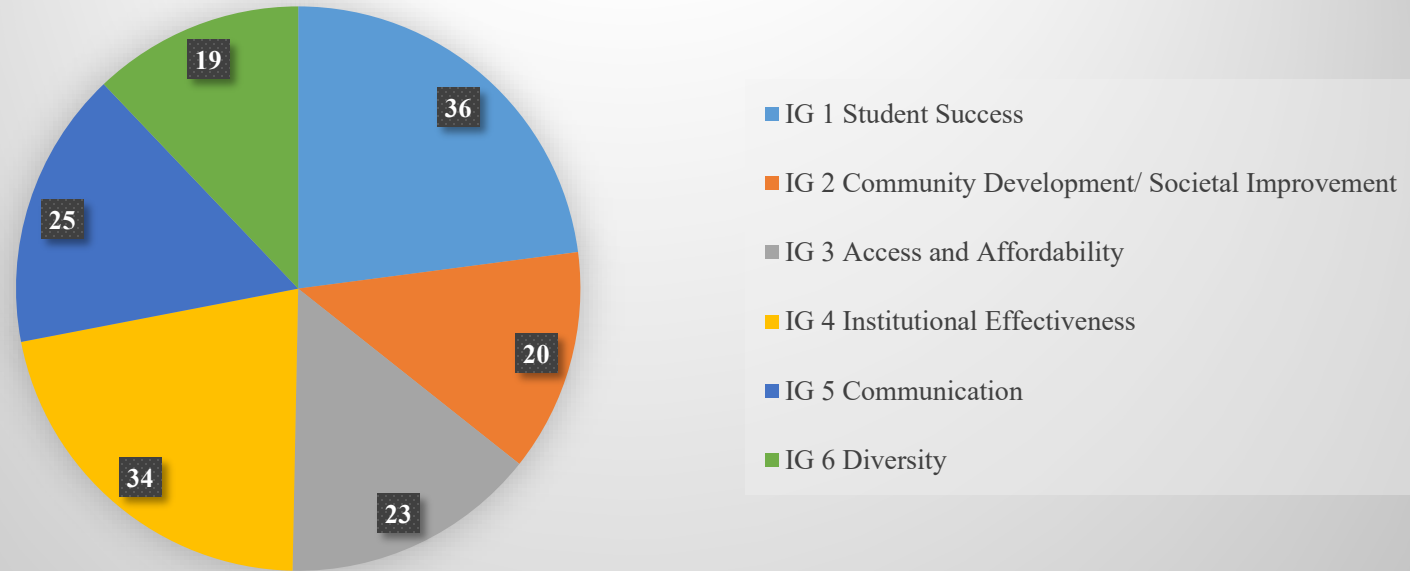
Goal 4 – Institutional Effectiveness: The President will coordinate the work of the Strategic Planning Council as the College develops the 2020-2027 Strategic Plan.

Goal 5 – Communication: The President will lead a year-long communications effort to place appropriate emphasis upon the One College concept. Messaging will: 1) build upon Cabinet team development inclusive of enhanced communication throughout the organization, 2) illustrate the link between individual and departmental goals with the College's strategic priorities, and 3) bolster college-wide understanding and appreciation for equity and inclusion across the College for students and employees alike.

Goal 6 – Diversity: Following upon last year's launch of the President's Diversity Council, the revised structure for multicultural affairs, and major changes to the Center for Social Justice and Human Understanding, the President will direct efforts to ensure that the principles of diversity, equity and inclusion are more deeply integrated into the culture of the College.

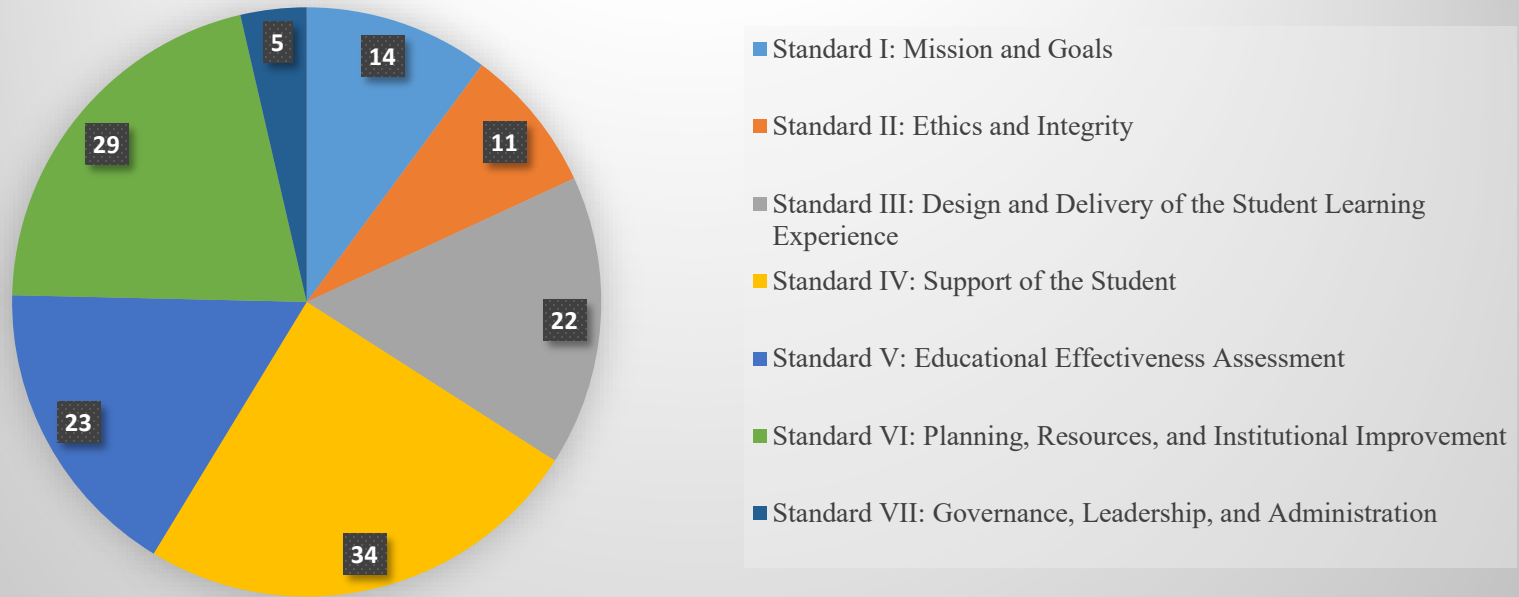
Nine of the College's 10 Cabinet Divisions submitted plans. Sixty-three (63) targeted actions/initiatives were developed to operationalize goals of the Strategic Plan. The charts below indicate the percent of actions/initiatives addressing each focus area in the Goals, Standards, Capacities, and/or President's Goals.

Action Items Addressing Institutional Goals (IGs)



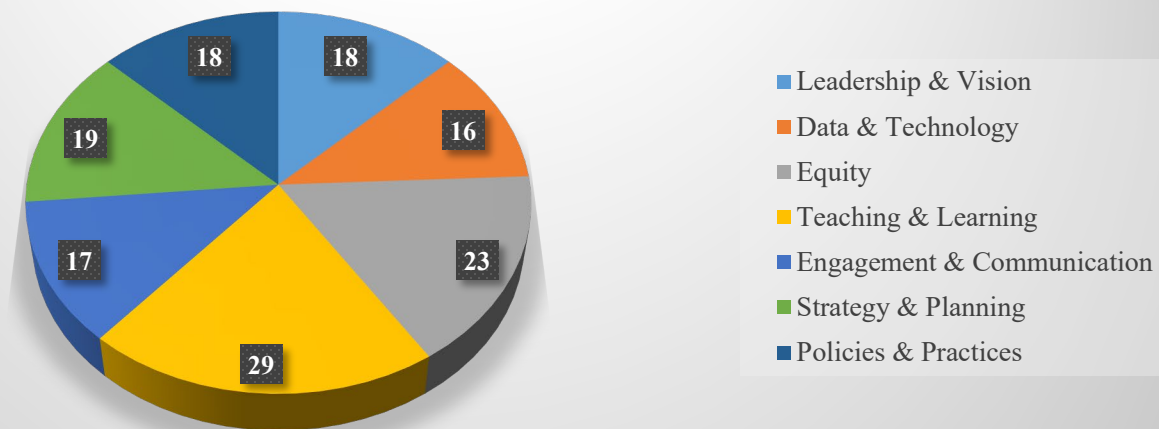
Action Items Addressing Institutional Goals (IGs)		
	N	
IG 1 Student Success	36	57%
IG 2 Community Development/ Societal Improvement	20	32%
IG 3 Access and Affordability	23	31%
IG 4 Institutional Effectiveness	34	54%
IG 5 Communication	25	40%
IG 6 Diversity	19	30%
Total of 63 Action Items. Action Items may address more than one goal.		

Action Items Addressing Middle States (MSCHE) Standards



Action Items Addressing Middle States (MSCHE) Standards		
	N	
Standard I: Mission and Goals	14	22%
Standard II: Ethics and Integrity	11	17%
Standard III: Design and Delivery of the Student Learning Experience	22	35%
Standard IV: Support of the Student	34	54%
Standard V: Educational Effectiveness Assessment	23	37%
Standard VI: Planning, Resources, and Institutional Improvement	29	46%
Standard VII: Governance, Leadership, and Administration	5	8%
Total of 63 Action Items. Action Items may address more than one standard.		

Action Items Addressing Achieving the Dream (AtD) Capacities



Action Items Addressing Achieving The Dream (AtD) Capacities		
	N	
Leadership & Vision	18	29%
Data & Technology	16	25%
Equity	23	37%
Teaching & Learning	29	46%
Engagement & Communication	17	27%
Strategy & Planning	19	30%
Policies & Practices	18	29%
Total of 63 Action Items. Action Items may address more than one capacity.		

Action Items Addressing the President's Goals



Action Items Addressing the President's Goals

	N	
Goal 1 – Student Success: Through implementation of the Achieving the Dream action plan, the President will lead our work as one college to set in place equitable processes and procedures that ensure all students can expect to enjoy similar positive experiences during their interactions at Suffolk County Community College.	27	43%
Goal 2 – Community Development/Societal Improvement: Now that we have filled positions designed to address STEM and Workforce-related areas, the President will work with the team to develop programs and opportunities to respond to STEM, business, and workforce-related needs of Long Island.	18	29%
Goal 3 – Access and Affordability: The President will initiate a complete review of organizational structures and personnel responsibilities to enhance operational efficiencies and effectiveness.	12	19%
Goal 4 –Institutional Effectiveness: The President will coordinate the work of the Strategic Planning Council as the College develops the 2020-2028 Strategic Plan.	27	43%
Goal 5 – Communication: The President will lead a year-long communications effort to place appropriate emphasis upon the “One College” concept. Messaging will: 1) build upon Cabinet team development inclusive of enhanced communication throughout the organization, 2) illustrate the link between individual and departmental goals with the College’s strategic priorities, and 3) bolster college-wide understanding and appreciation for equity and inclusion across the College for students and employees alike.	24	38%
Goal 6 – Diversity: Following upon last year’s launch of the President’s Diversity Council, the revised structure for multicultural affairs, and major changes to the Center for Social Justice and Human Understanding, the President will direct efforts to ensure that the principles of diversity, equity and inclusion are more deeply integrated into the culture of the College.	10	16%
Total of 63 Action Items. Action Items may address more than one goal.		

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
Ammerman	Associate Dean of Student Services	Internship marketing plan: Work with Suffolk Community College Marketing / Communications department to create a marketing plan to promote Internship opportunities/experiential learning opportunities that exist through the department of career Services. Through creation of postcards for mailing, videos, partnerships with Academic departments, and implementation of COL 295- Career Exploration class.	Director of Career Services	Internship enrollment will increase by 12% for the 2018/19 Academic Year, totaling 125 students in the program.	Fall 2018, Spring 2019, Summer 2019.	1, 5	LV, TL, EC	III, IV	
Ammerman	Executive Dean	Information Technology Literacy: Continue to track transition of information literacy assessment activities to assessing the SUNY Gen Ed. COL classes, and continue assessment of students' understanding of individually selected article abstracts. A second year of data will help assess the success of the transition while establishing documentation of the program.	Head Librarian	Improve on the 70% success rate in 2017-18 by 5%. 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.	Fall 2018, Spring 2019.	1, 5	TL, EC	III, IV	
Ammerman	Associate Dean of Student Affairs	Minority Student Retention: Based on data from the AtD report, as well as feedback in 2017-18 from students, a three-point retention plan will be established and implemented to better address the academic performance and needs of African-American students as well as other students of color throughout their college experience. This initiative grew out of the previous "Minority Leadership Academy & SAAB (Student African American Brotherhood)" initiative.	Associate Director of Multicultural Activities	Specific goals for the program will be established during the Fall 2018 term, with benchmarks established for Spring 2019 and the 2019-20 Academic Year.	Spring 2019	1, 6	E, TL	IV, V	
Ammerman	Associate Dean of Academic Affairs	ALP/Counselor Pairing: The English Department will continue working comprehensively on this program for accelerating students	English Dept Chair	For the fall 2018 semester, 7 sections of ALP are running. The English Dept is working with IE on collecting data to	Fall 2018, Spring 2019	1, 4	DT, TL	III, IV	

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		toward college level writing. The Department will continue the collection of data on student success, as well as working with Assistant Dean Tom Tyson to pair a counselor with each student who is placed into the developmental course to provide these students with a point of contact for advisement.		track retention and 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.					
Eastern Campus	Dean Rios	Guide campus leaders to set concrete goals and to initiate actions to increase recruitment efforts, retention percentages, and completion percentages. Formulate a Campus Task Force to identify Student Success, Completion and Retention strategies that resonate with College-wide efforts.	Dean Rios	Goals will be established and met. Task force will be in-place with established minutes reflecting progress toward identifying college-wide and campus strategies showing increases in retention and completion.	AY 2018–19 AY 2018-19	1, 4 1, 5	E, LV LV, E	IV, VI III, IV	1, 4 1, 5
Eastern Campus	Dean Rios	Determine most effective pathway for academic courses and/or programs aligned to the new Health and Wellness Center. Initial ideas include: College Seminar with a theme of Health and Wellness; Nutrition, A.S. and Health and Wellness, A.S.	Associate Deans of Academic Affairs, Jenn Browne and Jane Shearer; Chair Diane Fabian	One new program, aligned with the new Health and Wellness Building will be successfully proposed.	AY 2018-19	2, 4	LV, SP	III	2, 4
Eastern Campus	Dean Rios	Implement intrusive advising strategies, through Assistant Dean of Academic Affairs position, to reach-out to students on probation and dismissed students to make them aware of academic support services.	Assistant Dean of Academic Affairs, P. Arcomano-Britton	Increase in the number of probation students persisting to next Semester will be realized.	AY 2018-19	2, 3, 4	LV, EC	IV, VI	2, 3, 4
Eastern Campus	Dean Rios	Determine initiatives to increase Bakers' Workshop (BW) revenues – goal is a 10% increase in revenues for FY19.	Associate Dean of Academic Affairs, Jane Shearer	BW revenue will reach 10% increase over 2017-18 levels.	AY 2018-19	4	TL, EC	V	4, 5

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
Eastern Campus	Dean Rios	Schedule and arrange courses, staff and faculty into new Health and Wellness Center (HWC).	Academic Chair Fabian	Scheduled courses will fully utilize new HWC.	Spring semester 2019	3, 4	E, SP	V	3, 4
Eastern Campus	Dean Rios	Conduct and complete Communication Studies Program Review.	Academic Chair Boecherer	Review will be completed.	Spring semester 2019	4	TL, PP	V, VI	4
Eastern Campus	Dean Rios	Establish lab activities for three new courses in Marine Biology to support a new program in Marine Science/Biology.	Academic Chair Koukounas	Marine Biology courses will be added to the schedule and conducted.	Spring semester 2019	4	TL, PP	V, VI	4
Eastern Campus	Dean Rios	Conduct and complete Computer Art/Digital Media and Animation Program Review.	Academic Chair Lourenso	Review will be completed.	Spring semester 2019	4	TL, PP	V, VI	4
Eastern Campus	Dean Rios	Conduct and complete Program Reviews for Culinary Arts: Restaurant Management and Baking & Pastry; and Hotel and Resort Management.	Academic Chair Gauthier	Review will be completed.	Spring semester 2019	4	TL, PP	V, VI	4
Eastern Campus	Dean Rios	Practical Nursing Program faculty conducts accreditation report and site visit for increasing enrollment capacity.	Academic Chair Thornton	Review will be complete and successful, with permission from ACEN to expand enrollment capacity.	Spring semester 2019	4	TL, PP	V, VI	4
Eastern Campus	Dean Rios	For the Peconic Café, establish a Task Force aimed at making recommendations for improvement and cleanliness of physical space, and introduction of new menu items to meet student demands (such as an Ethnic Menu program).	Associate Dean of Student Services, Mary Reese	Health inspections will be fully passed; student service area will be updated; and at least one new menu item will be introduced.	AY 2018-19	4, 5	TL, EC	III, V	2, 4
Eastern Campus	Dean Rios	Find grant opportunities to expand the virtual reality space to support teaching and student learning.	Head Librarian, Dana Antonucci-Durgan	Virtual reality tools will be introduced in more classes.	AY 2018-19	4, 5	TL	V	4, 5
Eastern Campus	Dean Rios	Conduct and complete the Unit Review process. This will be the first Unit Review for the three Campus Business Offices.	Director of Business Services, Suzanne Dela Raba	Feedback from unit review will be assessed and improvements initiated.	AY 2018-19	4	PP	V	4
Eastern Campus	Dean Rios	Through training, ensure all maintenance mechanics can maintain new Pool Operation.	Plant Operations Director, Anthony DeAngelis	Maintenance Mechanics must be able to add Carbon Dioxide to Pool, add Chlorine, Backwash Pool, and check Chlorine Levels.	AY 2018-19	4, 5	DT, SP	VI	4, 5

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
Michael J. Grant Campus	James M. Keane	Plant Operations & Capital Projects: <ol style="list-style-type: none"> Oversee the design and construction of the Sagtikos Renovation (Arts & Theater) Oversee the design and construction of the Plant Operations Renovation & redesign of red barns Partner with the Senior AVP of STEM on building design and construction of the new Renewable and STEM Building Internal Renovation of Paumanok Hall to house Allied Health Programs 	Jon DeMaio Paul Cooper James Keane Joe Fraccalvieri	<ol style="list-style-type: none"> Complete Design and move into construction phase with a possible completion date of Fall 2019 Complete Design and move into construction phase with a possible completion date of Summer 2019 Complete Design and move into construction phase with a possible completion date of Spring 2020 Complete design, demolition and rebuild of these former Photography spaces to house Allied Health Programs 	Complete Winter 2020 Complete Summer 2019 Complete Spring 2020 Complete Summer 2019	1, 2	E	IV	2
Michael J. Grant Campus	James M. Keane	New Liberal Arts General Studies Program (about 1,440): <ol style="list-style-type: none"> Appoint students a Dean Implement a Communication Plan to foster Engagement Develop an advisement plan for students Create a Career Center intrusive model of services for this population Prepare a learning community model for implementation in fall of 2019 	Liz Spagnola Al Heraghty Allyssa Kauffman Jason Cascone Committee Members	Impact the following: Engagement measured via: <ol style="list-style-type: none"> Retention (fall to fall) increase by 3% Decrease WDF's by 3% Selection of a major in one year increase 3% Decrease probation numbers of this population by 3% 	June 2019	1, 2, 3, 6	LV, E, TL, PP	II, VI	1, 5, 6
Michael J. Grant Campus	James M. Keane	Admissions & Retention: <ol style="list-style-type: none"> Create a new Summer Arts Academy: <ol style="list-style-type: none"> Create a new summer "academy" for high school students in Photography, Visual Arts, and Theater. Begin "Intrusive" Tutoring Program in Math & Science 	Elizabeth Spagnola Theresa Saladino Jon Cyr Art Faculty Christine Crowe	<ol style="list-style-type: none"> Increase Arts Enrollment in 2020 by 4% Have one academy running summer 2019 and (2) in summer 2020. Increase utilization of tutoring services in these disciplines by having tutors directly assigned to selected sections 	Summer 2019- Summer 2020 Fall 2018	1, 2, 6	LV, E, EC, TL, PP	II, VI	1, 6

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		3. Increase Partnerships via business and Industry to foster Campus Enrollment 4. Direct work with 3 feeder schools: Brentwood, Central Islip, and Bay Shore to enhance the yield rates from applications to registrations	Theresa Saladino Hector Sepulveda	4. Increase Campus enrollment by 1% of new incoming students (head count) 5. Increase the admissions yield of students by 3% in these 3 districts by intrusive advisement by the Associate Dean	Fall 2019 Fall 2019				
Michael J. Grant Campus	James M. Keane	Professional Development: 1. Create a first “Adjunct Faculty Learning Community Program 2. Create a “Seasoned” Faculty Learning Community 3. Introduce a new Technology Development Program for Faculty	Greg Ryan James Keane Christine Crowe Johanna Boutcher	1. Create Program and Implement a cohort (fall 2018) 2. Create Program and Implement a cohort (fall 2018) 3. Create Program and Implement a cohort (winter 2019)	Fall 2018 Fall 2018 Winter 2019	1, 6	LV, E, TL	II, IV, VI	1, 5
Michael J. Grant Campus	James M. Keane	Academic Curriculum: Develop new curriculum for review in the following areas: Performing Arts & STEM Programs (based on the consultant’s report)	Donna Ciampa Hector Sepulveda Fara Ashfar	1. Performing Arts – (Completion for Curr. Review (fall 2018) 2. Stem Programs (have draft curriculum for review by May 2018).	Fall 2018 May 2018 (draft form)	1, 2, 3, 6	E, TL, EC,	I, III, IV,	1, 2, 3, 6
Academic Affairs	Vice President for Academic Affairs	Identify opportunities for increased engagement of the AAS program Advisory Boards for the ongoing advancement of curriculum and job placement for our students.	Associate Vice President for Academic Affairs	Two meetings (one for each semester) for creation of Advisory Board Guidelines and increased participation of Advisory Board members.	June 2019	2, 5	EC	III, IV, V, VI	2
Academic Affairs	Vice President for Academic Affairs	Design pathways to partner with P-12 CTE-NYSED Programs utilizing Suffolk as HE component satisfying NYSED articulation requirements.	Assistant Dean for Academic Affairs	2 Pathways designed, for at least one P-12 institution.	June 2019	2	EC	III	2
Academic Affairs	Vice President for Academic Affairs	Conduct a survey of students who were pre-registered for fall 2018 and who failed to register. Create an action plan to address student needs as informed by the survey.	College Director of ESL	1. 5% response rate 2. Completed action plan	1. Fall 2018 2. Spring 2019	3, 5, 6	DT, E	IV	6
Academic Affairs	Vice President for Academic Affairs	During the initial intake, students will be given information about the SSS tutoring program and the benefits of that program. During the Spring 2019 semester, SSS will provide one-on-one	College Director of Student Support Services	Of the students that receive tutoring, 75% will report that it has enhanced and improved their skills and knowledge in the subject area that they	June 2019	1, 4, 5	LV, DT, E, TL, EC	I, III, IV, V	1

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
		tutoring to the SSS students that submit a tutor request form. After completion of the tutoring, the students will answer a survey about their experience.		were tutored in. We will use a survey at the end of the spring semester.					
Academic Affairs	Vice President for Academic Affairs	Job Placement (Associate Degree) 2017 Graduates.	Associate Dean School of Nursing	80% of graduates will be employed as an RN within one year of licensure.	May 2019	1, 4	SP	V	5
Academic Affairs	Vice President for Academic Affairs	Job Placement (Practical Nursing) 2017 Graduates.	Associate Dean School of Nursing	80% of graduates will be employed as an RN within one year of licensure.	May 2019	1, 4	SP	V	5
Academic Affairs	Vice President for Academic Affairs	Initiate dialogue and begin development of an Energy Master Plan as an element of the larger College Master Plan. Establish specific quantifiable targets for efficiency, renewable energy generation and GHG reductions from all sources. Identify strategic partnerships and resources required to achieve these goals.	Executive Director of Sustainability Programs	Establish two partnerships.	August 2019	2, 3		II, VI	2, 3, 4
Academic Affairs	Vice President for Academic Affairs	Finalize college-wide syllabus policy and template.	Associate and Assistant Dean for Curriculum Development	Completed template and policy.	June 2019	1, 4, 5	SP, PP	III	1
Academic Affairs	Vice President for Academic Affairs	Develop a Community Health Worker (CHW) program (NYS DOL indicates a 22% expected growth in this field). Students in this program will be added to the TechHire Health IT Boot Camp as part of the expansion. Upon completion of the Health IT Boot Camp, CHW students will have the opportunity to pursue the online Health IT certificate and enter the Health Informatics credited course. It is planned that Community Health Worker program will be part of future CE course brochure offerings.	College Assistant Dean for Continuing Education	1. Develop the program 2. Twelve Community Health Workers enter Health IT Boot Camp	1. June 2019 2. June 2019	1, 2, 3, 6	E, EC	III, IV	1, 2
Academic Affairs	Vice President for Academic Affairs	To promote awareness and strengthen partnerships in the community by visiting school districts (with CTE programs and other districts) and	Assistant Dean Workforce Development-STEM/CTE-	Visit two school districts and industry partners two times per month.	June 2019	1, 2, 5	EC	III, IV	1, 2, 5

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
		Industry partners (or have them visit our campus), to share communications about our programs and student services with the community partners that we serve and to promote enrollment.	Industry Partnerships-Community Relations						
Academic Affairs	Vice President for Academic Affairs	Promote awareness of the SCCC Workforce and STEM/CTE training services to local industry, chambers of commerce, and economic development organizations.	Senior Associate Vice President Workforce – STEM/CTE Industry Partnerships-Community Relations	Attend one chamber of commerce meeting a month; visit 4 industrial sites a month.	August 2019	1, 2, 4, 5, 6	LV, DT, TL, EC, SP	I, III, IV, V, VI	1, 2, 4, 5, 6
Academic Affairs	Vice President for Academic Affairs	Adoption of technology that enables the conversion of course content into an alternative ADA accessible format to facilitate student access and attainment of educational goals.	College Director for the Center for Innovative Pedagogy	System analytics will indicate 20 or more unique users in the spring, 2019 semester.	June 2019	1	E	IV	1
Academic Affairs	Vice President for Academic Affairs	Provide a cross-walk between the learning outcomes of the not-for-credit manufacturing program(s) and the for-credit courses and indicate what is missing.	Associate Dean of STEM/CTE	Research and complete a cross-walk document.	December 2018	3	SP	IV	3
Academic Affairs	Vice President for Academic Affairs	To develop educational and training opportunities leading to successful job placement, for neuro-diverse populations in order to fulfill current industry vacancies. To create an Advisory Board comprised of both internal and external stakeholders.	Associate Vice President Workforce and Economic Development	Develop and implement one training module in Advanced Manufacturing, including a mechanical assembly focus for multiple industries; cosmetics, aerospace, etc. Appoint 5 Board Members.	June 2019	1, 2	E, TL	I, IV, VI	1, 2
Academic Affairs	Vice President for Academic Affairs	Redesign Faculty Study Abroad Guidelines to ensure Study Abroad programs meet students' needs, ensure faculty preparedness for leading Study Abroad programs and ensure institutional commitment to access and equity in higher education.	Associate Dean of Special Programs	Complete a comprehensive guide for Study Abroad that addresses: Students' needs; assessment guidelines; Financial Management guidelines; Risk Management guidelines; & Curricula Management guidelines.	August 2019	1, 3	TL	III	1, 3

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
Academic Affairs	Vice President for Academic Affairs	To develop an EOP manual of policies and procedures for students and staff.	Director of EOP	Research and write a manual for EOP students and staff.	May 2019	1, 5	E, SP, PP	I, IV	1
Academic Affairs	Vice President for Academic Affairs	Initiate a professional development program for adjuncts with a projected growth of adjunct attendance at PD events in the 2018-19 school year. The College holds campus based and College Based PD events and I will track each type.	College Associate Dean of Faculty and Professional Development	A 10% increase in attendance of adjuncts at college PD events.	May 2019	4	TL	VI	4
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%	Spring 2019	3	LV, PP	IV	
Business & Financial Affairs	VP Business & Financial Affairs	In consultation with Legal and the Registrar, re-evaluate student financial liability under specific circumstances such as if they do not attend and or have all W's after lengthy time period. Create College policy to decrease liability and reduce obstacle to future student success.	Associate Dean of Financial Affairs		Spring 2019	1, 3	PP	IV	
Business & Financial Affairs	VP Business & Financial Affairs	Review the P&L between the College and Aramark to determine where they can operate more efficiently and minimize the expense to the College, without compromising student satisfaction.	Admin Dir of Ops and Associate Deans of Financial Affairs	Reduce the subsidy by the College to the food service operation by 5% annually.	August 2019	1, 3	EC	IV	
Business & Financial Affairs	VP Business & Financial Affairs	Implement a succession plan in anticipation of the retirement of the Principal Accountant whose function is critical to the finance and budget processes.	Associate Deans of Financial Affairs	Cross training department responsibilities in preparation for retirements.	June 2019	4		VI	
Business & Financial Affairs	VP Business & Financial Affairs	Updating policies and procedures for financial operations, particularly banking with an emphasis on one College, one way of doing things.	Associate Dean of Financial Affairs	Complete the update for banking procedures	March 2019		PP	VI	5
Information Technology	Shady Azzam-Gomez	Strengthening Service Delivery by implementing Information Technology Service Management software	Doug Kahn	Have a fully functional ITSM	Q4, 2018, start implementation on Q1 2019 -	1, 2, 3, 4, 5	LV, DT, SP, PP	I, III, VI	1, 2, 4, 5

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
					Implement Q2 2019 - Implement Q3 2019 - Finalize implementation				
Information Technology	Shady Azzam-Gomez	Classroom Innovation - Expand deployment of Virtual Desktop	Stephen Clark	Migrate identified lab computers in all three campuses	Q4 2018 - Implement DVI in Grant Campus Q1 2019 - Implement DVI in Eastern Campus Q2 2019 - Implement DVI in Ammerman Campus 1/2 Q3 2019 - Implement DVI in Ammerman Campus 2/2	1, 2, 3, 4, 5, 6	LV, DT, E, TL, SP, PP	I, III, IV, V, VI	1, 2, 3, 4, 5
Information Technology	Shady Azzam-Gomez	Administration Innovation -Plan the implementation of a CRM	Gary Ris	Develop an implementation plan to begin implementation Q3-4 for 2019	Q4 2018 - Initiate project plan Q1 2019 - Develop project plan Q2 2019 - Purchase Q3 2019 - Start implementation	1, 2, 3, 4, 5, 6	LV, DT, E, TL, EC SP, PP	I, II, III, IV, V, VI, VII	1, 2, 3, 4, 5, 6
Information Technology	Shady Azzam-Gomez	Information Security - Evaluate, review, and implement multi-factor authentication	Jason Fried	Identify a service provider and identify implementation plan	Q4 2018 - Review vendors	1, 3, 4	LV, DT, TL, SP	I, II, III, IV, V, VI, VII	1, 2, 3, 4

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
					Q1 2019 - Select vendor Q2 2019 - Develop project plan Q3 2019 - Initiate deployment				
Information Technology	Shady Azzam-Gomez	Unified Communications -Evaluate and deploy IM/Phone/Video/Screen share	Stephen Clark	Deploy a Unified Communications platform for Faculty and Staff	Q4 2018 - Evaluate contenders Q1 2019 - Develop implementation Plan Q2 2019 - Implement 1/2 Q3 2019 - Implement 2/2	1, 2, 3, 4, 5	DT, TL, EC	I, II, III, IV, V, VI, VII	1, 2, 3, 4, 5, 6
Information Technology	Shady Azzam-Gomez	Google Chrome	Drew Rabinowitz	Fully deploy Google Chrome for the institution	Q4 2018 - Develop Implementation Plan Q1 2019 - Implement 1/3 Q2 2019 - Implement 2/3 Q3 2019 - Implement 3/3	1, 2, 3, 4, 5, 6	LV, DT, E, TL, EC, SP	II, III, IV, V	1, 3, 4, 5

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
Information Technology	Shady Azzam-Gomez	Complete Banner 9 upgrade	Laura Levine	Complete Banner upgrade for HR, Finance, and Students	Q4 2018 - Upgrade Q1 2019 - Upgrade Q2 2019 - Finalize upgrade Q3 2019 - Monitor and Control successful implementation	1, 2, 3, 4, 5, 6	LV, DT, E, TL, EC SP, PP	I, II, III, IV, V, VI, VII	1, 2, 3, 4, 5, 6
Office of Institutional Advancement	Vice President for Institutional Advancement and Associate Dean for Institutional Advancement	Provide support and expertise in the development and launch effort associated with the College's priorities for: <ol style="list-style-type: none"> 1. Establishing public awareness and membership growth for the opening of the Health and Wellness Pool/Fitness Center on the Eastern Campus 2. Promoting public awareness of the enhanced capacity associated with LPN program expansion plans on the Eastern Campus 3. Developing communications and promoting events hosted to enhance College's programmatic reputation for, as well as appeal to, potential engineering/technical students and/or the region's technical workforce 	Vice President for IA and Associate Dean for IA	By December 31, 2019: <ol style="list-style-type: none"> 1. Show growth in public awareness and memberships to the Health and Wellness Pool/Fitness Center on the Eastern Campus 2. Show growth in public awareness of the expanded LPN program on the Eastern Campus 3. Video production (credit/non-credit/H.S. robotics); host cybersecurity/IT conference; build public awareness for Renewable Energy STEM Center and the programs it will include; through FIPSE grant, promote expansion of cyber program to the Grant Campus. 	December 31, 2019	2, 5	LV, TL, EC, SP	I, II, VI	2, 5
Office of Institutional Advancement	Vice President for Institutional Advancement	Complete the Foundation's \$3 million Bridge Campaign by the end of calendar year 2019	Executive Director of the Foundation, College Director	By December 31, 2019, raise the remaining approximately \$2.0 million necessary to conclude the Foundation's	December 31, 2019	3, 5	EC, SP, LV	IV, VI, VII	3

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
and SCCC Foundation	and Executive Director of the Foundation		of Development and Alumni Affairs, College Director of Development	Major Gifts Bridge campaign, yielding a total of \$10 million by 2020 for the Foundation.					
Office of Institutional Advancement and Office of Grants Development	Vice President for Institutional Advancement and Vice President for Academic Affairs	VP Institutional Advancement, VP Academic Affairs, College Associate Dean of Sponsored Programs	<ol style="list-style-type: none"> 1. Support implementation of the U.S. Department of Labor TechHire RESTORE grant through data collection and reporting required by USDOL to ensure the project meets its performance targets. 2. Develop and present grant training opportunities for college faculty and administrators to improve the number of faculty involved with grant-getting and the grant regulatory compliance of those 	<p>During the forthcoming measurement period, the effort will include:</p> <ol style="list-style-type: none"> 1. Continued development of the database required to upload to the USDOL WIPS performance reporting system, quarterly uploads of the performance narrative and performance data reports to the WIPS system, oversight of project budget, purchasing, and hiring, support for the presentation of an annual cybersecurity conference, and maintenance of the spreadsheet system for reconciling grant reporting with Banner; 2. Development of an introduction to grant-getting at Suffolk County Community College workshop and of a grants management workshop for project directors and/or other faculty professional development opportunities and provide at least one workshop or opportunity to faculty; 3. Completing grant award contracts for the FIPSE, NYSERDA, and Perkins grants, assisting with 		1, 4, 5	DT, EC, TL	II, IV, V	2

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
			<p>already involved.</p> <p>3. Support the implementation of multiple grants already received (USDoE FIPSE, NYSERDA Energy to Lead, NSF ATE, and Perkins CTEA) to purchase equipment and supplies and develop laboratories and curriculum for the Renewable Energy and STEM Center (RESC) to be constructed on the Michael J. Grant Campus.</p>	<p>coordinating required activities and site visits, collaborating with recruitment efforts for the new programs, and assisting with the purchase of services, equipment, and supplies for the RESC.</p>					
Office of Institutional Advancement and Web Services	Vice President for Institutional Advancement, VP for Academic Affairs, VP Institutional	VP of Institutional Advancement, VP Institutional Technology, Office of Legal Affairs	Initiate the development of a Website accessibility Monitoring Plan	During the measurement period outlined, work with the Office of Legal Affairs and the Website Steering Committee to develop an Accessibility Monitoring Plan to meet the expectations of the U.S. Department of		1, 2, 3, 4, 5, 6	DT, E, EC, SP, PP	II, III, IV, V, VI	5, 6

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
	Technology, Office of Legal Affairs			Education's Office for Civil Rights' (OCR) expectations detailed in the College's website accessibility Corrective Action Plan.					
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) Affirmative Action Officer AVP for Human Resources	Develop, prioritize college and campus goals Implement programs	Fall 2018 and Spring 2019	6, 1, 5, 2	E, EC, SP, LV, TL	II, IV, VI	6, 1, 5
Office of Legal Affairs	General Counsel/EVP	Ensure compliance through update of policies and procedures and ensure timely and effective responses to compliance reviews	Legal Affairs (Deputy General Counsel; Affirmative Action Officer; Chief Diversity Officer; AVP Employee Resources; Executive Director Risk Mitigation)	Ensure development, revision, communication and dissemination of policies and procedures to cabinet, executive staff, the BoT, the college community and respective external agencies (SUNY, NYS Ed, Office for Civil rights, etc.)	Fall 2018 and Spring 2019	4, 5	PP, SP	I, II, VI	4, 5
OPIE	Executive Director	Implement phase two of the 2020-2027 strategic planning architecture by conducting focus groups with students, staff, faculty, administrators, feeder high schools and colleges, alumni,	Strategic Planning Council with facilitation from the Office of	Conduct at least 50% of scheduled focus groups.	August 2018 through May 2019	4,5,6	SP	I, VI	4, 5

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
		SCCC retirees, and community partners.	Planning and Institutional Effectiveness						
OPIE	Executive Director	Utilize data gathered from focus groups and software to produce a report outlining the major themes from the focus groups. Report will prepare College community to move into the Crafting phase of the process (review of Mission and Vision statements, Institutional Goals, Measurable Institutional Objectives, and Key Performance Indicators)	Office of Planning and Institutional Effectiveness	Comprehensive internal and external reports.	May 2019 through June 2019	4,5,6	SP	I, VI	4, 5
OPIE	Executive Director	Continue to work with the Data Standards Committee to implement the revised data standards manual in the Enrollment Management, Registrar, and ESL offices.	Data Standards Committee	Reduction in fatal errors generated when submitted reports to SUNY and other external agencies	Fall 2018 and Spring 2019	4, 5		VI	5
OPIE	Vice President for Planning and Institutional Effectiveness	Perform a comprehensive cost-effectiveness analysis for all academic programs at the College.	OPIE	Completion of analysis for 100% of academic programs by January 1, 2019.	October – December 2018	1,3,4	LV, DT, SP	II, V, VI, VII	3
Student Affairs	Vice President for Student Affairs	Implementation of the Customer Relations Management System.	College Dean of Enrollment and College Associate Dean for Student Engagement Assessment	By June 2019 system attributes for use will be identified.	October 2018- Implementation Team Identified January 2019 System review complete March 2019 review of other institutional use complete June 2019 attributes for use complete	3	DT	IV	5
Student Affairs	Vice President for	In alignment with Guided Pathways review the new student onboarding	College Associate Dean	Five barriers will be identified and	September 2018	3, 6, 5, 1	E, PP, DT	IV, VI	1, 5

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	Student Affairs	<p>process and identify potential barriers to student enrollment and registration.</p> <p>As a result of the identification of barriers, develop a communication plan for students to understand the onboarding process.</p>	for Student Engagement Assessment	<p>recommendations to address the issues will be developed.</p> <p>A communication plan will be presented to the Banner User Group and the CRM team to determine best implementation of the communication plan.</p>	<p>complete process maps</p> <p>November 2018 student focus groups</p> <p>complete March 2019</p> <p>review other institutions onboarding process</p> <p>May 2019 identify barriers and develop recommendations.</p> <p>Guided pathways</p> <p>Institute 3 gather communication plans from SUNY CC</p> <p>Fall 2018 review plans</p> <p>January 2019 develop a plan</p>				
Student Affairs	Vice President for Student Affairs	Increase use of support programs by African American Students	College Coordinator of Multicultural Affairs and Campus Assistant Directors of Campus Activities	Increase student participation in mentoring programs by 40%.	<p>September 2018 focus on student recruitment</p> <p>November 2018 follow-up with all interested students who have not participated</p>	1, 6	E	IV	1, 6

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					Repeat process in Spring 2019				
Student Affairs	Vice President for Student Affairs	Braver Spaces training will support the LGBTQ population and the Undocumented Student Population	The Director of the CSJHU and the College Associate Dean for Student Engagement Assessment	A braver spaces: LGBTQ training and A braver spaces: Undocumented students training will take place by June 2019	September 2018 Identify training dates October 2018 Develop content for training	1, 6	E, TL	IV	1, 6
Student Affairs	Vice President for Student Affairs	Suffolk's Degree Works audit has been available to advisors and counselors for evaluation and training purposes since Spring 2018; and will be live and accessible to students this fall prior to advisement and registration.	College Associate Dean for Registrar and Master Schedule	The degree audit feature will be functional for student use by January 2019.	Spring 2018- counselor review Fall 2018- training for faculty and counselors Fall 2018- open to students	3, 6	DT, E	IV	1, 5