Suffolk County Community College
2018 – 2019 Operational Plan

Office of Planning and Institutional Effectiveness

January 2019

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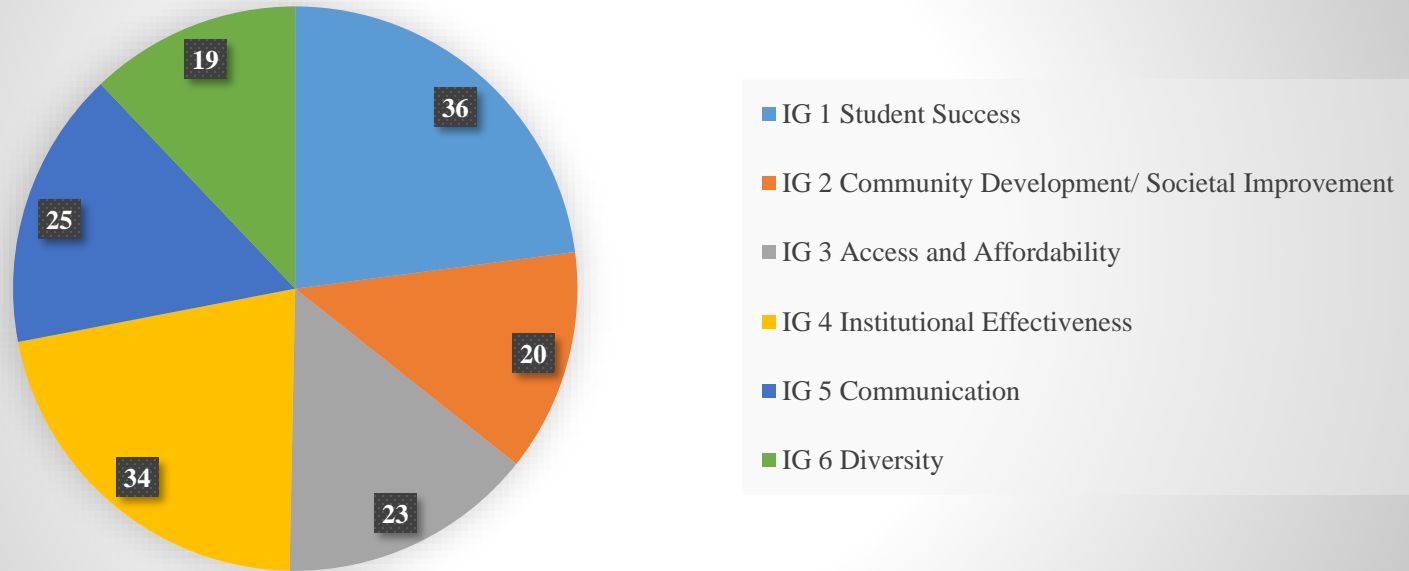
Goal 4 – Institutional Effectiveness: The President will coordinate the work of the Strategic Planning Council as the College develops the 2020-2027 Strategic Plan.

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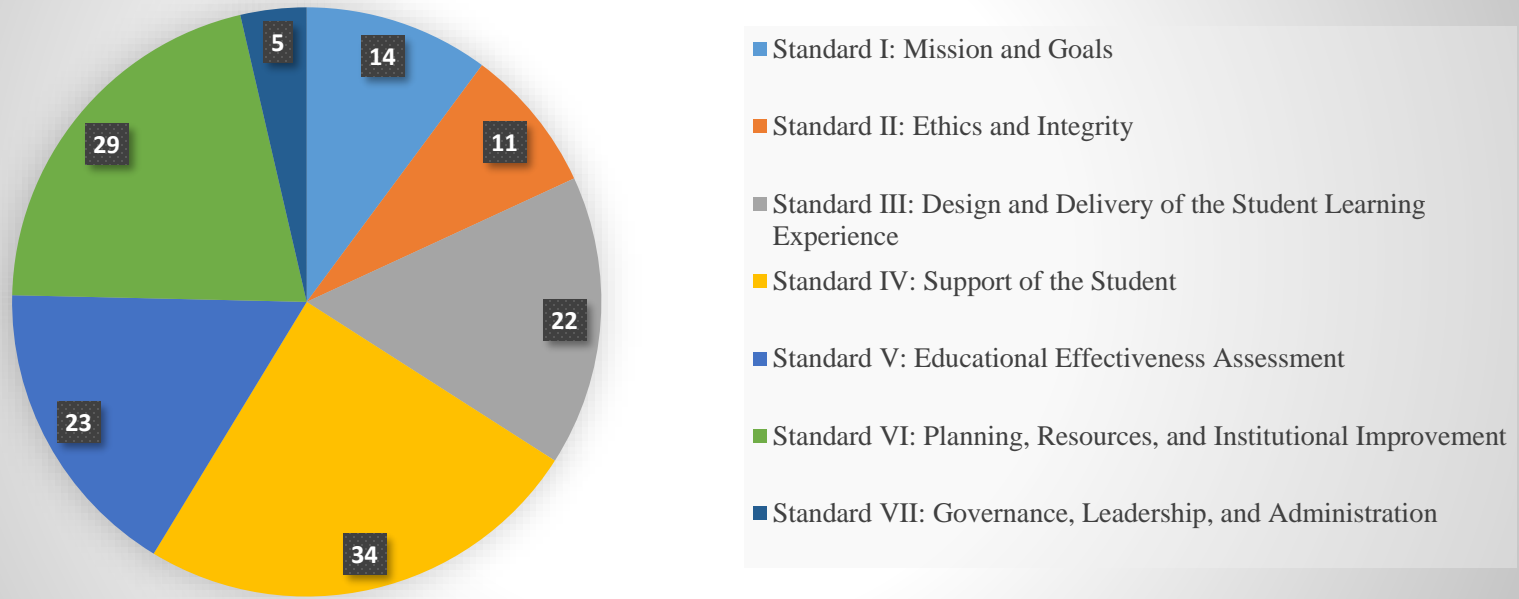
Nine of the College's 10 Cabinet Divisions submitted plans. Sixty-three (63) targeted actions/initiatives were developed to operationalize goals of the Strategic Plan. The charts below indicate the percent of actions/initiatives addressing each focus area in the Goals, Standards, Capacities, and/or President's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

Action Items Addressing Institutional Goals (IGs)

Pie chart legend:
- IG 1 Student Success
- IG 2 Community Development/ Societal Improvement
- IG 3 Access and Affordability
- IG 4 Institutional Effectiveness
- IG 5 Communication
- IG 6 Diversity

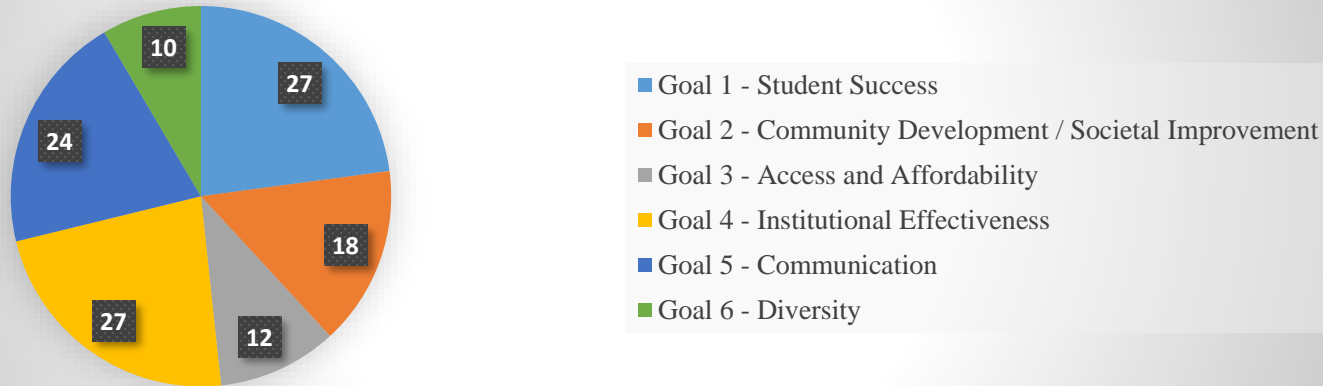| Action Items Addressing Institutional Goals (IGs)		
	N	
IG 1 Student Success	36	57%
IG 2 Community Development/ Societal Improvement	20	32%
IG 3 Access and Affordability	23	31%
IG 4 Institutional Effectiveness	34	54%
IG 5 Communication	25	40%
IG 6 Diversity	19	30%
Total of 63 Action Items. Action Items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

Action Items Addressing Middle States (MSCHE) Standards

Legend:
- Standard I: Mission and Goals
- Standard II: Ethics and Integrity
- Standard III: Design and Delivery of the Student Learning Experience
- Standard IV: Support of the Student
- Standard V: Educational Effectiveness Assessment
- Standard VI: Planning, Resources, and Institutional Improvement
- Standard VII: Governance, Leadership, and Administration

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
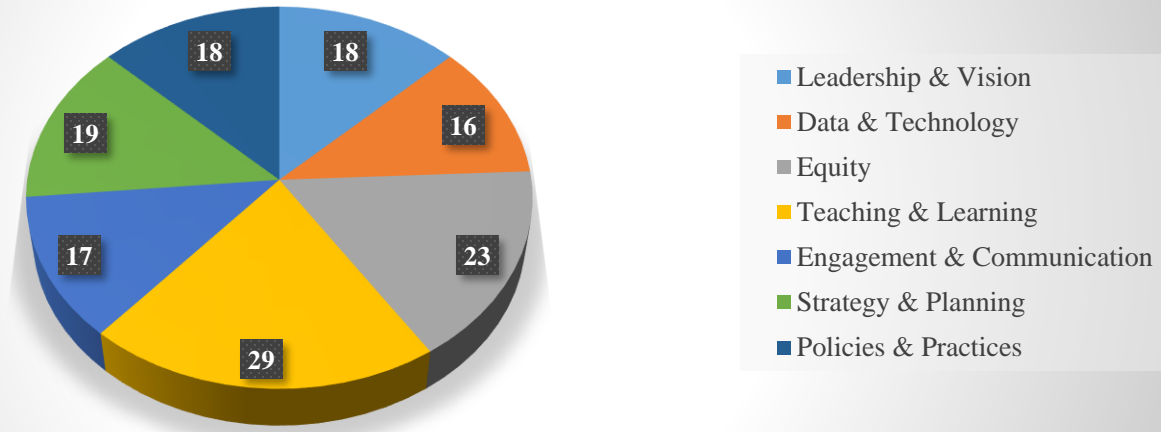
Action Items Addressing Achieving The Dream (AtD) Capacities		
	N	
Leadership & Vision	18	29%
Data & Technology	16	25%
Equity	23	37%
Teaching & Learning	29	46%
Engagement & Communication	17	27%
Strategy & Planning	19	30%
Policies & Practices	18	29%
Total of 63 Action Items. Action Items may address more 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	January 2019 Update	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.	**Fall 2018:** 1. 44 students were enrolled in our 4 cooperative education courses for the Fall 2. 9 students were enrolled in the Disney College Program 3. Presented to the Academic Chairs to promote cooperative education classes to increase student enrollment. HUM130 offered online for the first time in Fall 2018 4. Drew Fawcett and Joan Wozniak featured student interns this Fall 2018 for a promotional video project and cover story in the Career Focus magazine with the Suffolk County Police Department and the Riverhead Foundation at the LI Aquarium which will come out Spring 2019. 5. Held successful Internship Panel, 100 participants 6. Mass mailing to all students eligible to enroll in cooperative education classes **Spring 2019:** 1. 51 interns have enrolled for the Spring 2. 11 students are enrolled in the Disney College Program.	1, 5	LV, TL, EC	III, IV	

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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.	The project has shifted to focus on the LIB course as a result of re-evaluating which course best fits the SUNY Gen Ed equivalents. Assessment was conducted on several sections of LIB, the one credit library course which can be taken instead of COL. This was a college wide qualitative assessment. The common themes of what students found valuable are: Citing works, Formatting citations in MLA or APA format, Learning how to access databases and their value as valid sources, Learning about plagiarism: what it is and how to avoid it (e.g paraphrasing), and the CRAAP test to evaluate sources (Currency, Relevance, Authority, Accuracy, Purpose). All students provided feedback with 85% agreeing to sign the informed consent form	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	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	SAAS/Sister2Sister charter began at Suffolk County Community College on November 2, 2018. Engaged with community organizations and church leadership to support underserved students to inform about educational opportunities and supportive services	1, 6	E, TL	IV, V	

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		Leadership Academy & SAAB (Student African American Brotherhood)" initiative.				at SCCC. In conversation with Brookhaven National Lab to develop mentorship program with their professionals and students in our mentoring programs. Partnered with other campus departments (i.e. Mental Health Services and Career Services) to offer supportive programs for students of the three retention initiative programs.				
Ammerman	Associate Dean of Academic Affairs	**ALP/Counselor Pairing**: The English Department will continue working comprehensively on this program for accelerating students 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.	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 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.	Fall 2018, Spring 2019	As of January 2019 the English department is reviewing quantitative and qualitative data that has thus far been collected from our ALP cohorts. Institutional Effectiveness is working to conduct focus groups with some of our cohorts and we are also reviewing that data. We have not been collaborating with the Counseling department with pairing a counselor with cohorts or students because it seemed to be too difficult to streamline this approach efficiently. However, we are working with Admissions so that advising incoming students will be clearer.	1, 4	DT, TL	III, IV	
Eastern Campus	Dean Rios	Guide campus leaders to set concrete goals and to initiate actions to increase recruitment efforts,	Dean Rios	Goals will be established and met.	AY 2018–19	The newly established End-Of-Year Report instituted for the Eastern Campus by the Executive	1, 4	E, LV	IV, VI	1, 4

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	January 2019 Update	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
		retention percentages, and completion percentages. Formulate a Campus Task Force to identify Student Success, Completion and Retention strategies that resonate with College-wide efforts.		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	Dean, and completed each July, is fully in-place. Annually, each unit on campus identifies accomplishments for prior year and goals for coming year. Working with the existing SALT Team, we have identified and put into practice a variety of outreach efforts to increase the "next-semester" registration rates of returning students each semester.	1, 5	LV, E	III, IV	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	Chair Fabian and Professor Levine met to discuss strategies for new program options. A letter of intent is being drafted for a new Health and Wellness, AS degree program. This will move forward during spring 2019 semester.	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	All students on probation for Fall 2018 are being personally called to meet with the Assistant Dean for Academic Affairs to discuss the academic services available to support their learning and student engagement and retention.	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	New initiatives in place including coffee specials, packaged lunches and partnerships with Peconic Café and outside groups.	4	TL, EC	V	4, 5

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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	All Spring 2019 courses have been scheduled for HWC as well as a back-up alternative.	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	Prof. Nina Acquavita is currently working on a draft of the review, and has provided updates to the Chair and Associate Dean.	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	Chair Koukounas continues to work with the College-wide Biology department towards the goal of developing three new marine biology courses.	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	The Computer Art/Digital Media and Animation Program Review is under way.	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	The Culinary Arts: Restaurant Management and Baking & Pastry; and Hotel and Resort Management are under way.	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	Initial report is complete and new lab has been renovated. All on schedule for March 5th site visit of ACEN.	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	Task Force is formed and Spring meetings are scheduled.	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	We are in the preliminary exploratory stage for submission of SUNY	4, 5	TL	V	4, 5

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						Innovative Instruction Technology Grant. We collaborated with art department faculty on virtual reality classroom instruction.				
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	S.W.O.T. analysis was conducted with the Office of Planning and Institutional Effectiveness in December 2018. The reported was made available to the College Business Officers on January 11, 2019 for review. We are awaiting direction from OPIE regarding next steps.	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	On 2-1-2019 The Norberto Company (pool installers) will conduct a pool chemical training session with three of the Eastern Campus maintenance mechanics and the Plant Operation Director.	4, 5	DT, SP	VI	4, 5
Michael J. Grant Campus	James M. Keane	**Plant Operations & Capital Projects:** 1. Oversee the design and construction of the Sagtikos Renovation (Arts & Theater) 2. Oversee the design and construction of the Plant Operations Renovation & redesign of red barns 3. Partner with the Senior AVP of STEM on building design and construction of the new Renewable and STEM Building	Jon DeMaio Paul Cooper James Keane Joe Fraccalvieri	1. Complete Design and move into construction phase with a possible completion date of Fall 2019 2. Complete Design and move into construction phase with a possible completion date of Summer 2019 3. Complete Design and move into construction phase with a possible completion date of Spring 2020	Complete Winter 2020 Complete Summer 2019 Complete Spring 2020	1. Architectural designs are 100% complete. Going through code-check and then preparation for EVP Petrizzo and Board approval 2. Architectural designs are 100% complete for new structure. The work to renovate the Red Barns are still under discussion. 3. Architectural designs are 95% complete (completion date	1, 2	E	IV	2

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		4. Internal Renovation of Paumanok Hall to house Allied Health Programs		4. Complete design, demolition and rebuild of these former Photography spaces to house Allied Health Programs	Complete Summer 2019	expected for March 22, 2019). 4. We are in the initial design phase of the project.				
Michael J. Grant Campus	James M. Keane	**New Liberal Arts General Studies Program (about 1,440):** 1. Appoint students a Dean 2. Implement a Communication Plan to foster Engagement 3. Develop an advisement plan for students 4. Create a Career Center intrusive model of services for this population 5. 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: 1. Retention (fall to fall) increase by 3% 2. Decrease WDF's by 3% 3. Selection of a major in one year increase 3% 4. Decrease probation numbers of this population by 3%	June 2019	No update at this time	1, 2, 3, 6	LV, E, TL, PP	II, VI	1, 5, 6
Michael J. Grant Campus	James M. Keane	**Admissions & Retention:** 1. **Create a new Summer Arts Academy:** a. Create a new summer "academy" for high school students in Photography, Visual Arts, and Theater. 2. Begin "Intrusive" Tutoring Program in Math & Science 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	Elizabeth Spagnola Theresa Saladino Jon Cyr Art Faculty Christine Crowe Theresa Saladino Hector Sepulveda	1. Increase Arts Enrollment in 2020 by 4% 2. Have one academy running summer 2019 and (2) in summer 2020. 3. Increase utilization of tutoring services in these disciplines by having tutors directly assigned to selected sections 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	Summer 2019- Summer 2020 Fall 2018 Fall 2019 Fall 2019	1. In the Fall 2018 semester we offered 2 high school programs. We are in discussion/design for a summer program. 2. This item has not moved forward yet. 3. This happened in 3 disciplines this past Fall 2018 semester: Math, Biology and Chemistry. We are currently assessing the results. 4. Still in progress 5. Still in progress We have re-established the HVAC advisory board and they held 2 meetings. We are currently working on the	1, 2, 6	LV, E, EC, TL, PP	II, VI	1, 6

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						Allied Health Advisory Boards and growing participation. Dean Sepulveda, Testing, and Counseling have a new program working and operational with Brentwood and Central Islip (includes pre-test, testing, and then developmental advising). We are working to try and enhance our workings with Bayshore.				
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. Implemented in Fall 2018 and currently has 12 members. (on-going) 2. Implemented in Fall 2018 and currently has 8 members. (on-going) 3. Have offered 2 programs Fall/Winter 2018-19. More programs coming this spring.	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. In progress. New courses are implemented. Meeting 2/13/19 to review current full proposal. 2. In transition with the Associate Dean transitioning to a new position.	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	Held Advisory Board Recognition Breakfast on October 26th with 64 attendees.	2, 5	EC	III, IV, V, VI	2

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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	Done. Documented as a "Post-Secondary Articulation Agreement between Suffolk County Community College and participating CTE Program School District." One was an articulation agreement through Suffolk's Beacon Program and the other an articulation agreement through Suffolk and the school district via a coordinated informational site visit.	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	A survey of students who were pre-registered for Fall 2018 and who failed to register was conducted with a 2% response rate. Information gathered from the responses will be used to create an action plan for Fall 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 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.	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 were tutored in. We will use a survey at the end of the spring semester.	June 2019	1. Students were given information about the SSS tutoring program in the fall. 2. Student have submitted their tutor requests. 3. Students have been assigned tutors. 4. Tutoring will begin on February 4, 2019. 5. A survey is being created by The Office of Planning and Institutional Effectiveness. The survey will be administered at the end of the spring semester.	1, 4, 5	LV, DT, E, TL, EC	I, III, IV, V	1

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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	96% of graduates are employed as an RN	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	100% of graduates are employed as an LPN	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	The necessity for inclusion of an Energy Master Plan as part of the College Master Plan process was reiterated at the 1/10/19 meeting of the Physical Resources Subcommittee. There is currently $500,000 appropriated in the Capital Budget to develop this plan. Initial discussions undertaken with NYPA to further this objective.	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	Developed draft of college-wide syllabus policy and template. Reviewed by College Curriculum Committee.	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	Program has been developed. Instructor hired. As of 1/14/19, 12 students are enrolled for the January boot camp. Another boot camp will happen later in the spring.	1, 2, 3, 6	E, EC	III, IV	1, 2

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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 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.	Assistant Dean Workforce Development- STEM/CTE- Industry Partnerships- Community Relations	Visit two school districts and industry partners two times per month.	June 2019	Sept 2018: 4 visits with school/industry partners. Oct 2018: 7 visits with school/industry partners. Nov 2018: 4 visits with school/industry partners. Dec 2018: 5 visits with school/industry partners. Jan 2019: 6 visits with school/industry partners.	1, 2, 5	EC	III, IV	1, 2, 5
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	Aug. 2018: 5 industry visits; attended 3 Econ. Develop. / Chambers. Sept. 2018: 5 industry visits; attended 8 Econ. Develop. / Chambers. Oct. 2018: 6 industry visits; attended 11 Econ. Develop. / Chambers. Nov. 2018: 6 industry visits; attended 5 Econ. Develop. / Chambers.	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	Vendor chosen: SensusAccess. RFP not needed as cost is under $10,000. Forms received from vendor: License Agreement; Web Customization Page; Banking Information; W-8BEN-E (Tax Reporting) Still needed: HECVAT; Security Document; VPAT. Three quotes to be sent to procurement. Training modules to be determined.	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	50% completed.	3	SP	IV	3

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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	Curriculum and Assessment tool developed; 5 Students Currently Enrolled; Course Scheduled to begin in February; 5 members have already been selected; identification of additional members continues.	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	In progress. The Guidelines will be aligned with the SUNY Guidelines that are being finalized at system level and will be adopted in April 2019. Input from SCCC was sought.	1, 3	TL	III	1, 3
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	Research revealed there should be two manuals: a student manual and an operations manual for staff. The table of contents has been developed and some parts have been written for both manuals.	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	Fall 2018 – First PDD that adjuncts were invited and at least 120 attended the day, which is a 90% increase from last year. My office continues to track every PD event and I will have the faculty breakouts for the end of Spring 19.	4	TL	VI	4
Business & Financial Affairs	VP Business & Financial Affairs	Select a 3rd party provider of electronic student refunds that is the best fit for the College.	Associate Dean of Financial Services	Reduce paper check refunds by 50%.	Spring 2019	The College has selected Bank Mobile and informational material	3	LV, PP	IV	

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				Reduce unclaimed Title IV funds by 10%		has been distributed to students and training offered to staff.				
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	Ongoing	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	Aramark performed an operational review and made many recommendations that are under consideration by the College. One station has been closed down and hours of operation have been reduced to save on labor costs. Aramark has also agreed to waive their 2% management fee for two years.	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	An accountant has been hired effective 1/22. Cross training will begin thereafter.	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	Preliminary draft is underway.		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 Q1 2019 - Implement Q2 2019 -	The implementation of the ITSM has begun	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	January 2019 Update	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
					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	Grant and Eastern campuses successfully continue their deployment. Ammerman is ready to begin.	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	The CRM project plan has successfully begun.	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 Q1 2019 -	The Information Security unit is currently reviewing vendors.	1, 3, 4	LV, DT, TL, SP	I, II, III, IV, V, VI, VII	1, 2, 3, 4

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					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	We are currently reviewing contenders.	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	Deployment in progress	1, 2, 3, 4, 5, 6	LV, DT, E, TL, EC, SP	II, III, IV, V	1, 3, 4, 5

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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	Upgrade completed. Waiting on SICAS to finalize forms and address open tickets. Due to this, not all departments are live in Banner 9	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: 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: 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	1. Developed the marketing postcard and campaign elements that will be used to generate awareness about the opening of the Health & Wellness Center. Date to commence the campaign is linked to completion of the building and receipt of all permits and approvals. 2. Developed a social media Facebook campaign to drive inquiries for Spring 2019 LPN applications. Campaign was targeted toward East End residents with any kind of interest or experience in healthcare. Campaign ran from mid-November into mid-January and resulted in more than 1,130 clicks on the ad and increased page views of the Nursing site by more than 77%.	2, 5	LV, TL, EC, SP	I, II, VI	2, 5

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	January 2019 Update	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
						Applicant goal was achieved.				
Office of Institutional Advancement and SCCC Foundation	Vice President for Institutional Advancement and Executive Director of the Foundation	Complete the Foundation's $3 million Bridge Campaign by the end of calendar year 2019	Executive Director of the Foundation, College Director of Development and Alumni Affairs, College Director of Development	By December 31, 2019, raise the remaining approximately $2.0 million necessary to conclude the Foundation's Major Gifts Bridge campaign, yielding a total of $10 million by 2020 for the Foundation.	December 31, 2019	After successfully raising the initial $7 million goal established for the Vision 2020 Major Gifts Campaign, the Suffolk Community College Foundation was charged with raising an additional $3M—bringing the campaign total to $10M by the year 2020. This new three-year bridge campaign has been designed to identify, cultivate and realize additional major gifts, industry-specific corporate partnerships and increase the number of hardship funds for students facing financial crisis. The Foundation has raised $2,145,715 toward the bridge goal thus far, bringing the combined campaign total to **$9,145,715.** The Foundation will continue this fundraising momentum and has secured meaningful pledges that indicate our ability to exceed this goal in advance of the campaign's 2020 sunset.	3, 5	EC, SP, LV	IV, VI, VII	3
Office of Institutional Advancement and Office of Grants Development	Vice President for Institutional Advancement and Vice President for	VP Institutional Advancement, VP Academic Affairs, College Associate Dean of Sponsored Programs	1. Support implementation of the U.S. Department of Labor TechHire	During the forthcoming measurement period, the effort will include: 1. Continued development of the database required to upload to the USDOL		1. Quarterly report 9 performance data report and performance narrative report successfully uploaded November 29, 2018 for all 3 career pathways.	1, 4, 5	DT, EC, TL	II, IV, V	2

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	Academic Affairs		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 already involved. 3. Support the implementation of multiple grants already received (USDoE FIPSE, NYSERDA	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 coordinating required activities and site visits, collaborating with recruitment efforts for the new programs, and		Access database system modified to include 5 new variables per USDOL. Quarterly narrative report uploaded to online USDOL system for the first time, requiring substantial modification of existing report structure. Training events sponsored and presented by USDOL attended included "Webinar: Engaging Employers to Support Work-Based Learning as a Strategy to Diversify the Talent Pipeline" (September 5), "small group peer learning session to discuss best practices, challenges, and strategies for TechHire grantees from colleges" on October 9, "Perform-ance Reporting Webinar 3.0: Enhancing Your WIPS Performance Experience" on October 16 and attended by 6 other college TechHire staff, "H-1B Performance Reporting Office Hours: WIP Upload Q&A" November 14, and "H-1B Performance Office Hours (Quarter Ending 12/31/18)" February 5 and 7. Uploading of quarterly report 10, for the period October 1 – December 31, began the				

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			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.	assisting with the purchase of services, equipment, and supplies for the RESC.		first week in February and is due February 14. Meetings with the Tech-Hire Career Pathway college staff September 19 (HIT), October 11 (cybersecurity), October 31 (HIT and AM), November 6 (cybersecurity), November 20 (cybersecurity), December 4 (cybersecurity), January 8 (HIT), February 1 (cybersecurity), February 7 (cybersecurity). Spoke with the TechHire USDOL program officer September 7 for update on project progress. Meetings with the Jobs for the Future Technical Assistance contractor to the USDOL September 6, October 10, November 16, December 5, and January 9. An attempted technical assistance phone call connecting North Central Texas College cybersecurity curriculum development staff with the SCCC cyber curriculum development team was arranged and scheduled for February 1, but is postponed until after the				

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						WIPS Quarter 10 reports have been uploaded. Attending the SCCC Cyber-Advisory Panel to support TechHire cybersecurity curriculum development and development of the next cybersecurity conference September 14, October 12, November 9, December 14, and February 8. Oversight of project budget, purchasing, and hiring continues on an almost daily basis, with accounts reconciled with Banner each week and reviewed for errors. 2. Planning stages only. 3. Briefing college senior staff regarding the USED FIPSE award requirements October 5; conference call with USED FIPSE program officer to establish the program on October 18, and assistance with response to the program officer's query regarding progress on February 6. Worked with the Central Finance Office to prepare BOT and County Legislature resolutions to receive the FIPSE and Perkins grants into the				

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						College's operating budget. Began work on the NYSERDA grant ~$1 million contract by assembling a College team including the project director, operations staff, legal staff, and grants development staff with reporting to executives in IA, AA, and Finance, for a meeting with the NYSERDA program officer November 5. Conference calls to develop the SOW and budget schedule of deliverables continued November 19, January 17, January 24, and February 1. The documents are now in final draft stage and should be executable by mid-February. This brings to four the number of external grants awarded to support the RESC, totaling more than $1.3 million, or more than 5% of the cost of the building.				
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.		In January 2019, the College's Corrective Action Plan (CAP) was approved by OCR. The Website Steering Committee, as indicated in the CAP, will be working to draft the	1, 2, 3, 4, 5, 6	DT, E, EC, SP, PP	II, III, IV, V, VI	5, 6

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	Technology, Office of Legal Affairs			Department of Education's Office for Civil Rights' (OCR) expectations detailed in the College's website accessibility Corrective Action Plan.		Monitoring and Remediation Plan commencing in the spring semester.				
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	**Provided training, education and professional development on Diversity, Equity and inclusion for faculty, staff and students including:** • Professional development day workshops on 10/9/18 • Cabinet and executive team presentation on 10/1/18 • student orientation leaders and peer mentors • Online training for employees included courses on Diversity and inclusion (taken by 1979 employees) and Unlawful harassment prevention (taken by 2494 employees and 128 supervisors) • The LGTBQ+ task force has implemented Braver spaces/ally training for employees, focusing on LGBTQ+ and ally education. A pilot	6, 1, 5, 2	E, EC, SP, LV, TL	II, IV, VI	6, 1, 5

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						was completed and the first sessions were held in February. The Undocumented student task force continues its work to ensure updating and communication of policies and education. • The College sponsored the Long Island Dreamers conference in November 2018 that included over 300 participants. • Recommended Diversity syllabus statement was discussed with Governance and the Cabinet. **Recruitment, Selection and Hiring:** Search committee education on diversity compliance and implicit bias took place for 11 search committees **Title IX and sexual violence prevention:** • Required 129-B and Title IX training was held for orientation leaders; student leaders; peer mentors; athletes; athletics coaches; athletics administration, conduct board				

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						members and public safety. • Online training on sexual violence prevention was completed by 2449 employees. • Training occurred for College seminar classes across all three campuses • The college hosted the SUNY Conduct Institute in December 2018. • Training **Community outreach:** Two community leaders forums were held to provide an opportunity for partnership with local non-profit and community based organizations, congregations/faith based groups, and school districts to discuss future initiatives and recommend ongoing partnerships with the College.				
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	The BOT adopted a sexual harassment response and prevention policy statement and discrimination complaint form in October 2018 as required by SUNY and state law. Child protection and mandatory reporting of child sexual abuse policy	4, 5	PP, SP	I, II, VI	4, 5

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						training was provided to employees covered by these policies. The College is finalizing required SUNY policy on romantic relationships. The 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. The College is continuing to implement corrective measures and develop supporting procedures for web and EIT accessibility in response to the web accessibility complaint filed with the U.S. Department of Education's Office for Civil Rights (OCR). Forms and written procedures supporting the new EIT purchasing workflow were finalized and posted for use by all areas at the College in December 2018, in conjunction with Purchasing, Disability Services, and Information Technology Services. A training presentation on				

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						accessible EIT purchasing is under development for roll-out in February/Mach 2019. Assisted the College's Libraries in development of a Library Accessibility Statement and procedure for making library resource users aware of accessibility measures and plans. Revised and received OCR approval of the College's Web Accessibility Corrective Action Plan on January 15, 2019. Academic Affairs, Disability Services, and Faculty Governance have been engaged in order to develop a formal procedure to assist academic departments and faculty in selecting and utilizing accessible course materials, including publisher-provided resources, OERs, and other materials that are not procured/selected through Purchasing. Developed pregnant and parenting students accommodation notification form to be provided to students requesting accommodation for pregnancy and childbirth.				

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						Developed/revised policies related to: • Social Media • Whistleblower • Facilities Use • Naming Opportunities Developed forms to support policy implementation and compliance: • Religious observance shift swap form • Discrimination/harassment/retaliation complaint form, available on College's non-discrimination webpage • Pregnant and parenting students accommodation notification form Completed revision of CSJHU bylaws, which were approved by CSJHU Board and BOT in December 2018				
Office of Planning and Institutional Effectiveness	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, SCCC retirees, and community partners.	Strategic Planning Council with facilitation from the Office of Planning and Institutional Effectiveness	Conduct at least 50% of scheduled focus groups.	August 2018 through May 2019	Phase two of the 2020-2027 Strategic Planning process began on August 8, 2018. Throughout the Fall 2018 semester, 33 out of the 55 scheduled focus groups, SWOT analyses, and discussions were conducted with internal and external stakeholders. OPIE is in	4,5,6	SP	I, VI	4, 5

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						the process of creating the Spring 2019 focus group schedule, with a focus on engaging the remaining 11 school districts and identified community partners.				
Office of Planning and Institutional Effectiveness	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	No update at this time	4,5,6	SP	I, VI	4, 5
Office of Planning and Institutional Effectiveness	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	While the initial draft of the revised Data Standards manual was completed in August 2018, and an informational session provided in the same month, the committee did not have an opportunity to pilot the manual in Fall 2018. The committee will work to pilot the manual during the Spring 2019 semester. In lieu of the manual not being formally introduced, select members of the Data Standards Committee continued to meet to discuss ongoing data issues and implement procedures to further reduce fatal errors.	4, 5		VI	5

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Office of Planning and Institutional Effectiveness	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	Scope of project and parameters developed and forwarded to President for approval and/or modification.	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	Currently working with Legal Affairs to ensure that the college is in compliance with the VPAT requirements before executing the contract for the CRM system with SLATE. Submitting an exemption in order to have contract signed. Once the contract is executed the team will attend the Launchpad to learn best practices for implementation. The team has an identified IT project manager. The daily operation of the system has been added to the Assistant Dean job descriptions. The full system has been reviewed and a list of items for inclusion in workflow for sub team leaders has been developed.	3	DT	IV	5
Student Affairs	Vice President for Student Affairs	In alignment with Guided Pathways review the new student onboarding process and identify potential barriers to student enrollment and registration.

As a result of the identification of barriers, develop a communication plan for students to understand the on boarding process. | College Associate Dean for Student Engagement Assessment | Five barriers will be identified and recommendations to address the issues will be developed.

A communication plan will be presented to the Banner User Group and the CRM team to determine best implementation of the communication plan. | September 2018 complete process maps November 2018 student focus groups complete | The process maps have been complete. Since the strategic planning process involved student focus groups, a request will be made to view results to identify challenges and barriers in the onboarding process. The team met with Monroe Community College to discuss their | 3, 6, 5, 1 | E, PP, DT | IV, VI | 1, 5 |

Division or Campus	Responsible Executive	Activity/ Initiative	Lead Responsibility	Criteria for Success including measure(s)	Timeline	January 2019 Update	IG(s)	ATD capacities	MSCHE standards	Pres. Goal(s)
					March 2019 review other institutions onboarding process May 2019 identify barriers and develop recommendations. Guided pathways Institute 3 gather communication plans from SUNY CC Fall 2018 review plans January 2019 develop a plan	onboarding process and share ideas. A meeting is scheduled for February 12, 2019 to identify barriers, discuss action plan and develop an implementation method.				
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%.	September 2018 focus on student recruitment November 2018 follow-up with all interested students who have not participated Repeat process in Spring 2019	Black Male Network and the Minority to Majority Leadership Academy are actively recruiting on each campus. The contact information stays campus-based so that the students are more quickly engaged. The Student African American Sisterhood (SAAS) charter began at Suffolk County Community College on November 2, 2018 with groups on each campus. Engaged with community	1, 6	E	IV	1, 6

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						organization and church leadership to support underserved students to inform about SCCC opportunities. In conversation with Brookhaven National Lab to develop mentorship program with their professionals and students in our mentoring programs.				
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	The content has been finalized by the LGBTQ+ task force. The training will take place in two parts, Foundation and Social Justice and Allyship. One two-part session is complete. The next two are set for 2/1/19 and 2/22/19 with part two on 3/8/19 and 3/22/19. A total of 60 people will be identified as Braver Spaces partners.	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	Degree Works feature will be accessible for students in February 2019. Email announcements will be sent to students, advisors and counselors. A short video to using Degree Works will be accessible for the college community.	3, 6	DT, E	IV	1, 5