2015-2016 COLLEGE OPERATIONAL PLAN

September 2015

Report Produced for the Strategic Planning Council by the Office of Planning and Institutional Effectiveness
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INSTITUTIONAL GOAL (IG) 1 – STUDENT SUCCESS
To foster the intellectual, physical, social, and civic development of students through excellent and rigorous academic programs and comprehensive student support services.

MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 1.1
The College will, during the period 2013-2020, increase the completion rate of first-time, full-time (FTFT) students in gateway courses through enhanced engagement with faculty, academic support and student services.

College Action
Completion of the College Enrollment Management Plan

Responsible Executive
Vice President of Student Affairs

Lead Responsibility
Vice President of Student Affairs, College Dean for Enrollment Management

Criteria for Success
The plan will be completed, approved, and implemented.

Value
The plan will provide a roadmap for improving student access to higher education.

Associated IGs: 2, 3, 4, 5, & 6
Associated MIOs: 1.2, 1.3, 2.1, 2.2, 2.4, 3.3
3.4, 4.1, 5.1, & 6.2
SUNY Excels: 1, 2, 5, 8a, 8b, 10, 12, 13, 15, 17, 18, & 19
Presidential Goals: 1, 2, 4, 5, & 6

College Action
As one of the priority actions included in the College's Student Engagement Plan, develop a comprehensive virtual orientation program for the College.

Responsible Executive
Vice President for Student Affairs

Lead Responsibility
Vice President for Student Affairs, Campus Associate Deans for Student Affairs

Criteria for Success
The orientation will be in place and operational prior to the Fall 2016 orientation process.
Value
This process will provide students with the information necessary to increase persistence, retention, transfer, and completion.

Associated IGs: 3 & 5  Associated MIOs: 1.1, 1.2, & 5.2
SUNY Excels: 1, 2, 12, 13, 15, 17, 18, & 19  Presidential Goals: 1 & 6

College Action
Evaluate the effectiveness of the College's developmental education advisement and placement policies, procedures, and practices.

Responsible Executive
Vice-President for Academic Affairs

Lead Responsibility
Associate Vice President for Academic Affairs, College Dean of Instruction

Criteria for Success
1. Reduce the number of unnecessary developmental education placements by 5%.
2. Create unifying recommendations regarding assignment of new students to developmental coursework.
3. Develop a pilot program for students assigned to students with 2 or more developmental placements.

Value
By decreasing placement into developmental education and providing enhanced support to students placed in developmental coursework, student success will increase.

Associated IGs: 2 & 6  Associated MIOs: 1.2, 1.3, 2.2, 2.4, & 6.2
SUNY Excels: 1, 2, 5, 8a, 8b, 10, 12, 13, 15, 17, 18, & 19  Presidential Goals: 1 & 6

CAMPUS BASED ACTION PLANS

Campus Action – Eastern Campus
Expand and enhance the Campus' Honors Program course offerings.

Responsible Executive
Executive Dean – Eastern Campus
Lead Responsibility
Executive Dean, Campus Associate Dean for Academic Affairs, Campus Honors Coordinators

Criteria for Success
Enrollment in the courses will increase by 5%.

Value
Enhancing the College's Honor's program increases the visibility of the College to high school students across Suffolk County.

<table>
<thead>
<tr>
<th>Associated IGs: 2, 3, &amp; 6</th>
<th>Associated MIOs: 1.2, 1.3, &amp; 2.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: 12, 13, 17, 18, &amp; 19</td>
<td>Presidential Goals: 1 &amp; 6</td>
</tr>
</tbody>
</table>

Campus Action – Michael J. Grant Campus
Design and Implement a Faculty Learning Community Program (FLC) and offer two staff development opportunities for faculty, chairs and coordinators/specialist per semester to enhance teaching practices in gateway courses and with diverse student populations, retention/completion rates and improve communication and leadership.

Responsible Executive
Executive Dean – Michael J. Grant Campus

Lead Responsibility
Executive Dean / Director of TLC, Associate Deans (Academic & Student Service)

Criteria for Success
1. Implement a Faculty Learning Community Program focused on teaching, technology, and diversity.
2. Increase faculty participation in the Advising Center by 5%.
3. Increase the graduation rate by 5% of students within in 15 credits of graduation.

Value
Implementing the Faculty Learning Community Program will provide necessary professional development opportunities to faculty.

<table>
<thead>
<tr>
<th>Associated IGs: 5 &amp; 6</th>
<th>Associated MIOs: 1.2, 1.3, 2.1 2.2, 5.1, &amp; 6.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: 12, 13, 15, 17, &amp; 19</td>
<td>Presidential Goals: 1</td>
</tr>
</tbody>
</table>
**Measurable Institutional Objective (MIO) 1.2**

The College will, during the period 2013-2020, increase the fall-to-spring persistence rates of all credit bearing students to 75% and fall-to-fall retention rates for FTFT students to 70% by supporting students through enhanced engagement with faculty, academic support, and student services.

**College Action**
In an effort to enhance the student experience, ensure that all of the food service components under the Aramark contract are fully functional and that students are satisfied with their dining options.

**Responsible Executive**
Vice President for Business and Finance

**Lead Responsibility**
Vice President of Business and Finance, Administrative Director of Business Operations

**Criteria for Success**
All of the food service components will be fully functional, increase the percentage of students using the services, and increase the overall sales figures.

**Value**
Implementing the meal plan will enhance the overall student experience and create a more collegiate feel, will increase student buying power, and will lead to increased finances for the College.

<table>
<thead>
<tr>
<th>Associated IGs: 3</th>
<th>Associated MIOs: 3.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: N/A</td>
<td>Presidential Goals: 1 &amp; 3</td>
</tr>
</tbody>
</table>

**College Action**
As one of the priority actions included in the College Student Engagement Plan, provide communications to students regarding compliance with state and federal regulations in order to maintain financial aid eligibility.

**Responsible Executive**
Vice President of Student Affairs

**Lead Responsibility**
College Director of Financial Aid

**Criteria for Success**
Reduce the number of students who lose their eligibility due to non-compliance.
Value
Ensuring that students retain financial aid eligibility increases student success.

<table>
<thead>
<tr>
<th>Associated IGs: 3 &amp; 5</th>
<th>Associated MIOs: 1.1, 1.3, 3.3, &amp; 5.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: 1, 2, 5, 8a, 8b, 10, 12, 13, 15, 17, 18, &amp; 19</td>
<td>Presidential Goals: 1, 4, &amp; 6</td>
</tr>
</tbody>
</table>

College Action
Operationalize the Title III grant as it relates to academic advising.

Responsible Executive
Vice-President for Academic Affairs

Lead Responsibility
College Dean of Instruction

Criteria for Success
Complete the development of an academic advising pilot program for the Ammerman Campus.

Value
Effective academic advisement is correlated with increased student success

<table>
<thead>
<tr>
<th>Associated IGs: N/A</th>
<th>Associated MIOs: 1.1 &amp; 1.3</th>
</tr>
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<tbody>
<tr>
<td>SUNY Excels: 12, 13, 15, 17, 18, &amp; 19</td>
<td>Presidential Goals: 1</td>
</tr>
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</table>

CAMPUS BASED ACTION PLANS

Campus Action – Ammerman Campus
Accelerated Learning Program (ALP). Students learn writing skills in an intense and extended learning environment in smaller classroom settings. Instead of spacing out their writing courses, students will learn and apply writing skills throughout the semester and continue to work through the college’s writing sequence (ENG 010/ENG 101/ENG 102).

Responsible Executive
Executive Dean - Ammerman Campus

Lead Responsibility
ALP Lead Faculty and the Associate Dean of Academic Affairs

Criteria for Success
The percentage of students retained will increase to 75% as a result of more students completing English 010.
Value
Reducing placement into traditional developmental education courses will lead to increased overall student success.

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<thead>
<tr>
<th>Associated IGs: N/A</th>
<th>Associated MIOs: 1.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: 12, 13, 17, 18, &amp; 19</td>
<td>Presidential Goals: 1 &amp; 6</td>
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</tbody>
</table>

Campus Action – Ammerman Campus
As part of a proactive advising pilot, four counselors have been designated to work with 25 specific developmental students as a test group. A "Purposeful Intervention" model will be adopted to work individually with these students, employing early-intervention and regular follow-up strategies to increase retention of this population.

Responsible Executive
Executive Dean - Ammerman Campus

Lead Responsibility
Associate Dean of Student Services

Criteria for Success
75% of the test group students will persist into the fall 2016 semester with a course completion rate of 60%.

Value
Effective advisement is correlated with increased student success.

<table>
<thead>
<tr>
<th>Associated IGs: N/A</th>
<th>Associated MIOs: 1.1 &amp; 1.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: 12, 13, 15, 17, 18, &amp; 19</td>
<td>Presidential Goals: 1 &amp; 6</td>
</tr>
</tbody>
</table>

Campus Action – Ammerman Campus
As part of a Financial Aid Early Warning, students will be counseled on the 150% Rule, as well as the appeals process and graduation goals. It is anticipated that students who otherwise might lose their financial aid will be able to avoid doing so.

Responsible Executive
Executive Dean - Ammerman Campus

Lead Responsibility
Associate Dean of Student Affairs
Criteria for Success
There will be a 25% decrease in the number of students who lose financial aid due to the 150% Rule.

Value
Mainlining financial aid availability is correlated with successful student outcomes.

<table>
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<tr>
<th>Associated IGs: 5</th>
<th>Associated MIOs: 1.3 &amp; 5.1</th>
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<tbody>
<tr>
<td>SUNY Exce: 13, 15, 17, 18, &amp; 19</td>
<td>Presidential Goals: 1</td>
</tr>
</tbody>
</table>
The College will, during the period 2013-2020, increase the three-year graduation rate of FTFT students to 20% through enhanced engagement with faculty, academic support, and student services.

**College Action**
As a priority action included in the College Student Engagement Plan, increase the visibility of transfer counselors to work directly with students regarding the entire transfer process.

**Responsible Executive**
Vice President of Student Affairs

**Lead Responsibility**
Vice President of Student Affairs

**Criteria for Success**
Increased student satisfaction with the Transfer Fairs

**Value**
The action will lead to improvement of the transfer preparation process for students.

**Associated IGs:** 3 & 5  
**Associated MIOs:** 5.1  

**SUNY Excels:** 1, 2, 5, 8a, 8b, 10, 13, 15, 17, 18 & 19  
**Presidential Goals:** 1, 4, & 6

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Completion of the Student Engagement Plan

**Responsible Executive**
Vice President of Student Affairs

**Lead Responsibility**
Vice President of Student Affairs

**Criteria for Success**
The plan will be completed, approved, and implemented.

**Value**
The plan will provide a roadmap for improving student outcomes.

**Associated IGs:** 3, 4, 5, & 6  
**Associated MIOs:** 1.1, 1.2, 3.4, 5.1, & 6.2  

**SUNY Excels:** 1, 2, 5, 8a, 8b, 12, 13, 15, 17, 18, & 19  
**Presidential Goals:** 1 & 6
**College Action**
Expand internal and external professional development opportunities for faculty at the College throughout the academic year.

**Responsible Executive**
Vice-President for Academic Affairs

**Lead Responsibility**
Associate Vice President for Academic Affairs

**Criteria for Success**
1. Develop and offer two Friday professional development events.
2. Develop and offer two professional development opportunities through the Campus TLCs.
3. Implement, assess, and evaluate the E-Learning Faculty Academy
4. Provide opportunities for faculty to attend the Assessment of Learning Outcomes Certificate Program.
5. Ensure that faculty attend the annual MSCHE conference.
6. Ensure that faculty attend the Sloan Online Learning Consortium (OLC) conference

**Value**
Enhanced professional development opportunities for faculty is associated with greater teaching and learning outcomes

<table>
<thead>
<tr>
<th>Associated IGs: 4</th>
<th>Associated MIOs: 1.1, 1.2, &amp; 4.1</th>
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</thead>
<tbody>
<tr>
<td>SUNY Excels: 12, 13, 15, 17, 18, &amp; 19</td>
<td>Presidential Goals: 1 &amp; 6</td>
</tr>
</tbody>
</table>

**College Action**
Conduct a college-wide assessment of faculty line needs.

**Responsible Executive**
Vice-President for Academic Affairs

**Lead Responsibility**
Vice President for Academic Affairs, Executive Deans

**Criteria for Success**
Assessment will be completed and a final report will be sent to the President.

**Value**
An effective assessment of faculty line needs will ensure that academic programs are equipped to provide exceptional educational opportunities to students.
CAMPUS BASED ACTION PLANS

Campus Action – Michael J. Grant Campus
Design an “Academic Support Center” to foster student success by offering enhanced tutoring services, drop in tables, pilot learning communities, and assessment measures to track success.

Responsible Executive
Executive Dean – Michael J. Grant Campus

Lead Responsibility
Executive Dean/Assistant Dean of Academic Support Services

Criteria for Success
1. Increase student participation in academic support programs by 5%.
2. Increase student retention by 2%.
3. Increase graduation rates by 1%.

Value
Enhancing the academic support programs available to students will increase the likelihood of successful student outcomes.
**Institutional Goal (IG) 2 – Community Development/Societal Improvement**

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

**Measurable Institutional Objective (MIO) 2.1**

The College will enhance the local workforce by increasing partnerships with key employment sectors and offering programs to address the employment skills gap in Suffolk County.

**College Action**

As a priority action included in the College's Student Engagement Plan, develop a pilot program designed to increase partnerships between the College and Long Island industries to offer for credit courses on site.

**Responsible Executive**

Vice President of Academic Affairs/Vice President of Student Affairs

**Lead Responsibility**

Associate Vice President for Workforce Development, College Dean for Enrollment Management

**Criteria for Success**

Five new partnerships will be established.

**Value**

This pilot will increase and diversify the student population at the College

**Associated IGs:** 1, 3, 5, & 6  
**Associated MIOs:** 1.3, 2.2, & 5.2

**SUNY Excels:** 1, 2, 12, 13, 15, 17, 18, & 19  
**Presidential Goals:** 1, 2, & 6

**College Action**

Develop credit bearing curriculum program focusing on sustainability among appropriate academic departments with multiple career pathways options.

**Responsible Executive**

Vice-President for Academic Affairs

**Lead Responsibility**

Executive Director for College Sustainability Programs

**Criteria for Success**

Development of one new credit bearing curriculum
Value
Providing academic programs focused on sustainability will provide greater job and future educational opportunities to students.

<table>
<thead>
<tr>
<th>Associated IGs: 1</th>
<th>Associated MIOs: 1.1, 1.2, 1.3, &amp; 2.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: 1, 2, 5, 8a, 8b, 12, 13, 15, 17</td>
<td>Presidential Goals: 1</td>
</tr>
<tr>
<td></td>
<td>18, &amp; 19</td>
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</tbody>
</table>

College Action
Develop career pathways/credit bearing curriculum between workforce development and appropriate academic departments.

Responsible Executive
Vice-President for Academic Affairs

Lead Responsibility
Associate Vice President for Economic Development

Criteria for Success
Development of two new career pathways

Value
Enhancing connections between workforce development and academic programs provides ensures greater academic and workforce preparation for students.

<table>
<thead>
<tr>
<th>Associated IGs: 1 &amp; 6</th>
<th>Associated MIOs: 1.1, 1.2, 1.3, 2.2, &amp; 6.2</th>
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<tbody>
<tr>
<td>SUNY Excels: 1, 2, 5, 8a, 8b, 12, 13, 15, 17</td>
<td>Presidential Goals: 1 &amp; 2</td>
</tr>
<tr>
<td>18, &amp; 19</td>
<td></td>
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</tbody>
</table>
MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 2.2

The College will expand targeted outreach to non-traditional constituents to increase the number of non-traditional students served through continuing education and traditional academic programs.

College Action
As a priority action included in the College Enrollment Management plan, increase the F-1 international student population through development of an outreach plan and partnerships.

Responsible Executive
Vice President of Student Affairs

Lead Responsibility
College Dean for Enrollment Management

Criteria for Success
Increase the population by 5%.

Value
This action will increase and diversify the student population at the College.

Associated IGs: 1, 3, 5, & 6
Associated MIOs: N/A

SUNY Excels: 1, 2, 12, 13, 15, 17, 18, & 19
Presidential Goals: 1 & 6

College Action
Increase the number of non-traditional students served in continuing education.

Responsible Executive
Vice-President for Academic Affairs

Lead Responsibility
Associate Vice President for Academic Affairs

Criteria for Success
The number of non-traditional students will increase by 3%.

Value
Increasing the number of students served through continuing education enhances the College's impact on Suffolk County residents.

Associated IGs: 3 & 6
Associated MIOs: 2.1 & 6

SUNY Excels: N/A
Presidential Goals: 1 & 2
**College Action**
Complete an Applied Learning report for SUNY.

**Responsible Executive**
Vice-President for Academic Affairs

**Lead Responsibility**
College Dean of Instruction

**Criteria for Success**
Complete an assessment of credit policies and institutional practices in preparation of plan submission.

**Value**
The Applied Learning Report will increase the College's outreach to non-traditional and traditionally underserved populations.

<table>
<thead>
<tr>
<th>Associated IGs: N/A</th>
<th>Associated MIOs: 2.1</th>
</tr>
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<tbody>
<tr>
<td>SUNY Excels: 1, 17, 18, &amp; 19</td>
<td>Presidential Goals: 2</td>
</tr>
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**CAMPUS BASED ACTION PLANS**

**Campus Action – Eastern Campus**
Expand and enhance the Campus' non-credit ESL course offerings.

**Responsible Executive**
Executive Dean – Eastern Campus

**Lead Responsibility**
Executive Dean, Campus Associate Dean for Academic Affairs

**Criteria for Success**
1. New additional ESL courses will be offered.
2. Enrollment in the courses will increase.

**Value**
Enhancing the College's non-credit ESL offerings increase access to non-traditional student populations.

<table>
<thead>
<tr>
<th>Associated IGs: 1, 3, &amp; 6</th>
<th>Associated MIOs: N/A</th>
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<tbody>
<tr>
<td>SUNY Excels: N/A</td>
<td>Presidential Goals: 1 &amp; 6</td>
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</table>
**Campus Action – Michael J. Grant Campus**

As a result of thorough review, revision, and recruitment into the HIT, MFT, OTA, Credit ESL, and Business Programs, the campus will experience increased enrollment, greater connection to business and industry, and outreach to non-credit ESL while implementing appropriate assessment tools and expanding the diversity of faculty.

**Responsible Executive**
Executive Dean – Michael J. Grant Campus

**Lead Responsibility**
Academic Associate Deans, Associate and Assistant Student Services Deans, Executive Dean

**Criteria for Success**
Target program enrollment will increase by 15%.

**Value**
Continued review and revision of academic programs ensures that students are provided with exceptional learning opportunities.

<table>
<thead>
<tr>
<th>Associated IGs: 1, 4, &amp; 6</th>
<th>Associated MIOs: 1.2, 2.1, 4.1, &amp; 6.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: 1, 2, 5, 15, 17, 19, 23, &amp; 24</td>
<td>Presidential Goals: 1, 2, &amp; 6</td>
</tr>
</tbody>
</table>
MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 2.3

The College will enhance community enrichment through increased participation in social and cultural events, initiatives, and activities conducted by the College or in partnership with external stakeholders.

**College Action**
As one of the priority actions included in the College Student Engagement Plan, develop a Presidential Lecture Series to enhance opportunities for student and community engagement.

**Responsible Executive**
Vice President of Student Affairs

**Lead Responsibility**
Vice President of Student Affairs

**Criteria for Success**
Two distinguished speakers will be hosted during the academic year.

**Value**
Students and the community will engage with distinguished speakers and leaders within their fields.

<table>
<thead>
<tr>
<th>Associated IGs: 1, 5, &amp; 6</th>
<th>Associated MIOs: 1.3, 2.4, &amp; 5.2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUNY Excels: 12, 13, 15, 17, 18, &amp; 19</strong></td>
<td><strong>Presidential Goals: 1</strong></td>
</tr>
</tbody>
</table>

**CAMPUS BASED ACTION PLANS**

**Campus Action – Ammerman Campus**
A community engagement project (the Observatory Project) will bring the public to campus to participate in the use of the observatory. The intention is to increase community understanding of astronomy, and to spark interest in the sciences among community members and children.

**Responsible Executive**
Executive Dean - Ammerman Campus

**Lead Responsibility**
Astronomy faculty and the Associate Dean of Academic Affair

**Criteria for Success**
Three community events will be held in which "Open Observatory Night" will be held, with anticipated attendance of more than 10 community members at each event.
Value
Encouraging community use of facilities increases the College connection with the community it serves.

<table>
<thead>
<tr>
<th>Associated IGs: 5</th>
<th>Associated MIOs: 5.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: N/A</td>
<td>Presidential Goals: N/A</td>
</tr>
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</table>

Campus Action – Eastern Campus
Expand the use of Campus facilities by community groups.

Responsible Executive
Executive Dean – Eastern Campus

Lead Responsibility
Executive Dean

Criteria for Success
Community use of campus facilities will be increased by 5%.

Value
Encouraging community use of facilities increases the College connection with the community it serves.

<table>
<thead>
<tr>
<th>Associated IGs: 3 &amp; 6</th>
<th>Associated MIOs: 2.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: N/A</td>
<td>Presidential Goals: 6</td>
</tr>
</tbody>
</table>
MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 2.4

The College will expand partnerships with local high schools, school districts, and other higher education institutions to ensure successful and smooth transitions from high school to college.

**College Action**
Conduct a comprehensive examination of 4-year college and university partnerships.

**Responsible Executive**
Vice-President for Academic Affairs

**Lead Responsibility**
College Dean of Instruction

**Criteria for Success**
1. 100% of existing agreements five years or older will be renewed.
2. Three new relationships will be established.

**Value**
Strong higher education partnerships increases future educational opportunities for students.

**Associated IGs:** 3 & 6  
**Associated MIOs:** 1.1 & 1.2  
**SUNY Excels:** 1, 12, 13, 15, 17, 18, & 19  
**Presidential Goals:** 1

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**College Action**
Decrease the number and percentage of students placed into developmental education at the College through high school early intervention programs.

**Responsible Executive**
Vice-President for Academic Affairs

**Lead Responsibility**
College Dean of Instruction

**Criteria for Success**
The College will reach out to 25% of county high schools to develop programs.

**Value**
Decreasing the need for developmental placements increases the likelihood of overall student success.

**Associated IGs:** 1 & 3  
**Associated MIOs:** 1.1, 1.2, & 1.3  
**SUNY Excels:** 1, 12, 13, 15, 17, 18, & 19  
**Presidential Goals:** 1
**College Action**  
Increase the number of credits taken by students in our high school programs.

**Responsible Executive**  
Vice-President for Academic Affairs

**Lead Responsibility**  
College Dean of Instruction

**Criteria for Success**  
Credits taken at the College by high school students will increase by 2%.

**Value**  
Increasing the number of credits taken by high school students affirms the College's commitment to effectively serving a diverse population of students

<table>
<thead>
<tr>
<th>Associated IGs: 3</th>
<th>Associated MIOs: 2.2</th>
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<tbody>
<tr>
<td>SUNY Excels: 1</td>
<td>Presidential Goals: 1 &amp; 2</td>
</tr>
</tbody>
</table>
INSTITUTIONAL GOAL 3 – ACCESS AND AFFORDABILITY

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

MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 3.1

The College will improve access by developing needed facilities and reducing geographic barriers associated with campus structures and topography through the implementation of the Capital Program as evidenced by specific project completion each year.

CAMPUS BASED ACTION PLANS

Campus Action – Michael J. Grant Campus
Design and Construction of a new STEM Facility: In consultation with College constituents prepare a phase 1 building document for a new STEM faculty incorporating new academic programs, Maker Labs, Fab Labs, and research partnerships with Stony Brook University and local business and Industry.

Responsible Executive
Executive Dean – Michael J. Grant Campus

Lead Responsibility
Executive Dean / College Director of Facilities and Project Management

Criteria for Success
1. Complete the phase I document.
2. Have a academic (credit/noncredit) plan prepared and submitted to the President.
3. Complete a RFP for the hiring of an architect.

Value
The new facility will provide state of the art facilities and an advanced teaching and learning environment to the faculty and students while preparing students for innovative professions.

Associated IGs: 1 & 2  Associated MIOs: 1.3 & 2.1
SUNY Excels: 1 & 2  Presidential Goals: 1, 2, & 6
**MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 3.2**

The College will reduce the economic barriers to higher education by maximizing institutional efficiencies in order to minimize increases in College operating costs, as evidenced by the budget.

**College Action**
Decrease the accounts receivable by transitioning from the use of one collections agency to two.

**Responsible Executive**
Vice President for Business and Finance

**Lead Responsibility**
Associate Dean of Financial Affairs

**Criteria for Success**
Both agencies will be fully integrated into the College system and there will be an increase in the amount collected.

**Value**
Increased remittances, decreased accounts receivable, and increased retention.

<table>
<thead>
<tr>
<th>Associated IGs: 1 &amp; 4</th>
<th>Associated MIOs: 1.2, 1.3, &amp; 4.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: N/A</td>
<td>Presidential Goals: 1 &amp; 4</td>
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</table>

**College Action**
Fully implement the SharkMart e-procurement system.

**Responsible Executive**
Vice President for Business and Finance

**Lead Responsibility**
Administrative Director of Business Operations

**Criteria for Success**
1. Implementation of initial e-procurement setup and rules and roll out of the online catalog
2. Implementation of a contract module
3. Implementation of the electronic bidding process

**Value**
Increasing the efficiency and transparency of the College's purchasing process

<table>
<thead>
<tr>
<th>Associated IGs: 4</th>
<th>Associated MIOs: 4.1</th>
</tr>
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<tbody>
<tr>
<td>SUNY Excels: N/A</td>
<td>Presidential Goals:</td>
</tr>
</tbody>
</table>
The College will reduce the economic barriers to higher education associated with limited financial aid by increasing the number of applications for and awards of both merit and need-based scholarships, as evidenced by Foundation update reports, by Fall 2020.

**College Action**
Develop alumni volunteer opportunities in support of Student Success.

**Responsible Executive**
Executive Director of SCC Foundation

**Lead Responsibility**
Executive Director; Director of Alumni Relations

**Criteria for Success**
Solicit alumni in support of student academic achievement opportunities (philanthropic support and participation in student activity programs) to the increase alumni volunteer base by 5%.

**Value**
This initiative will increase contributions to the College through volunteer time, gifts-in-kind and financial resource to support student success

- **Associated IGs:** 1 & 2
- **Associated MIOs:** 1.1, 1.2, 1.3, 2.1, & 2.4
- **SUNY Excels:** 36
- **Presidential Goals:** 1 & 6

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**College Action**
Increase the number of scholarships available and awarded to students.

**Responsible Executive**
Executive Director of the SCC Foundation

**Lead Responsibility**
Director of Development, Director of Alumni Relations, Assistant Director of Development

**Criteria for Success**
Increase scholarship resources by 10%.

**Value**
Increased student scholarships will result in increased affordability of college.

- **Associated IGs:** N/A
- **Associated MIOs:** N/A
- **SUNY Excels:** 1, 8a, 8b, 12, 17, & 35
- **Presidential Goals:** 1 & 6
College Action
As one of the priority actions included in the College Student Engagement Plan, transition from the Stay on Long Island to the Stay in New York State Initiative.

Responsible Executive
Vice President of Student Affairs

Lead Responsibility
Vice President of Student Affairs

Criteria for Success
Five new non-Long Island higher education partnerships will be established.

Value
Increased funded transfer opportunities for students

Associated IGs: 1, 5, & 6
Associated MIOs: 1.3, 2.4, 4.1, 5.2, & 6.2

SUNY Excels: 1, 2, 5, 8a, 8b, 12, 13, 15, 17
18, & 19

Presidential Goals: 1

College Action
Pursue additional National Science Foundation Resource Development

Responsible Executive
Vice-President for Planning and Institutional Advancement

Lead Responsibility
College Associate Dean for Grants Management

Criteria for Success
1. Successful submission of the S-STEM grant proposal prior to the end of the year.
2. Completion of phase 1 of the ATE Regional Center Pursuit project.

Value
These efforts will increase access and affordability to a college education for traditional and non-traditional students for the purposes of ensuring student success and community development.

Associated IGs: 1, 2, & 6
Associated MIOs: 1.1, 1.2, 1.3, 2.1, 2.2, 2.4, 5.1, & 5.3

SUNY Excels: 1, 2, 8a, 8b, 10, 12, 13, 15, 17
18, 19, & 32

Presidential Goals: 1, 2, & 6
The College will reduce social, geographic, and time barriers to academic success through the enhancement of online, web and/or mobile academic and student support by increasing the availability, accuracy and currency of courses, applications and content, as well as the ease and convenience of delivery.

**CAMPUS BASED ACTION PLANS**

**Campus Action – Michael J. Grant Campus**
Redesign of intake process of students enrolling at the campus including redesigning how students move from admissions, testing, counseling, registration, financial aid and bursar to foster student enrollment and completion.

**Responsible Executive**
Executive Dean – Michael J. Grant Campus

**Lead Responsibility**
Executive Dean / Associate Dean of Student Services / Assistant Deans of Student Services

**Criteria for Success**
Increase student satisfaction of the intake (enrollment) process
Increase the yield of students who apply and actually register and pay by 3%

**Value**
Enhancing the intake process will create a better enrollment process for students

<table>
<thead>
<tr>
<th>Associated IGs: 1</th>
<th>Associated MIOs: 1.1, 1.2, 1.3, 3.1, 3.2, &amp; 3.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY Excels: 12, 13, 15, 17, 18, &amp; 19</td>
<td>Presidential Goals: 1</td>
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</table>
INSTITUTIONAL GOAL 4 – INSTITUTIONAL EFFECTIVENESS

To monitor and assess the performance of the institution to ensure continuous improvement in achieving the mission, vision and goals of the college.

MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 4.1

All divisions, departments, programs, services and units of the College will, through the implementation of an integrated planning system, monitor and assess outcomes, and communicate evidence that assessments have been used toward continuous improvement in achieving the College’s mission, vision, and goals during the period 2013-2020.

College Action
Ensure compliance with Title IX through training and the development, dissemination, and communication of procedures, policy, and expectations

Responsible Executive
College General Counsel

Lead Responsibility
Chief Diversity Officer/Title IX Coordinator, Title IX Deputies

Criteria for Success
Policy revisions will comply with applicable state and federal Title IX regulations and statutes.

Value
The implementation of a revised, compliant policy will ensure equal opportunities to a diverse population of faculty, staff, and students.

Associated IGs: 1, 2, 3, 5, & 6

Associated MIOs: 1.1, 1.2, 1.3, 2.2, 2.4, 3.3
5.1, 5.2, 6.1, & 6.2

SUNY Excels: 2, 8a, 8b, 10, 12, 13, 15, 17
18, 19, 24, & 28

Presidential Goals: 1, 4, & 6

College Action
Comprehensive evaluation of Academic Affairs operations

Responsible Executive
Vice-President for Academic Affairs

Lead Responsibility
Vice President for Academic Affairs, Associate Vice President for Academic Affairs, College Dean of Instruction, Associate Dean for Curriculum Development, Assistant Dean for Curriculum Development
Criteria for Success
1. Complete policy and procedures manual for Academic Affairs.
2. Create communication protocols.
3. Review, revise, and implement an effective program review process.
4. Establish an effective catalog revision process.
5. Review, assess, and revise, as necessary, job descriptions and organizational charts.

Value
Comprehensive review of operations in Academic Affairs will ensure better support to the College and academic departments.

<table>
<thead>
<tr>
<th>Associated IGs: 5</th>
<th>Associated MIOs: 5.1 &amp; 5.2</th>
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<tr>
<td>SUNY Excels: N/A</td>
<td>Presidential Goals: 1 &amp; 4</td>
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</tbody>
</table>

College Action
Institutional learning outcomes (ILOs) will be revised, mapped, and assessment plans developed

Responsible Executive
Vice-President for Academic Affairs

Lead Responsibility
College Dean of Instruction

Criteria for Success
1. ILOs will be revised and approved
2. ILOs will be incorporated into curriculum maps
3. Appropriate assessments will include ILOs

Value
Revision and adoption of institutional learning outcomes will communicate what knowledge, skills, and dispositional changes are expected of SCCC graduates.

<table>
<thead>
<tr>
<th>Associated IGs: 5</th>
<th>Associated MIOs: 5.1</th>
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<tbody>
<tr>
<td>SUNY Excels: N/A</td>
<td>Presidential Goals: 4</td>
</tr>
</tbody>
</table>
College Action
Resolve program integrity as it relates to SUNY and SED expectations and registration issues.

Responsible Executive
Vice-President for Academic Affairs

Lead Responsibility
College Associate Dean for Curriculum Development

Criteria for Success
100% of issues will be resolved.

Value
Addressing these issues will ensure compliance and more accurate communication regarding College programs.

<table>
<thead>
<tr>
<th>Associated IGs: 5</th>
<th>Associated MIOs: 5.1</th>
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<td>SUNY Excels: N/A</td>
<td>Presidential Goals: 4</td>
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</table>

College Action
The Office of Planning and Institutional Effectiveness will fully implement the use of the College's Federal Compliance Database. This database, populated by information from the Higher Education Compliance Alliance, contains more than 250 separate regulations that the College must respond to. The Office will work with cabinet members and their teams to complete the project.

Responsible Executive
Vice President for Planning and Institutional Effectiveness

Lead Responsibility
Executive Director for Planning and Institutional Effectiveness, Cabinet Members

Criteria for Success
100% of the statutes will be addressed with an indication of whether the statute is relevant and appropriately addressed by institutional policies and procedures.

Value
The College must maintain compliance with applicable system, state, and federal regulations.

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<tr>
<th>Associated IGs: 5</th>
<th>Associated MIOs: 5.2</th>
</tr>
</thead>
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<tr>
<td>SUNY Excels: N/A</td>
<td>Presidential Goals: 4</td>
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</table>
INSTITUTIONAL GOAL 5 – COMMUNICATION

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

MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 5.1

Each year during the period 2013-2020, the College will, through written, electronic and face-to-face communication, issue college-wide communication to administrators, faculty, staff, and students in order to promote effective internal communication. In addition, each campus will develop methods to deliver and receive departmental and divisional input about their mission-related activities.

College Action
Enhance the efficiency and effectiveness of the College's budget request process.

Responsible Executive
Vice President for Business and Finance

Lead Responsibility
Vice President of Business and Finance, Associate Dean of Financial Affairs

Criteria for Success
Increased communication with all budget officers regarding during the budget request process and increased alignment of requests to the budget rubric.

Value
This process is designed to enhance the College's ability to ensure that resource allocation is consistent with the institutional planning goals and priorities.

Associated IGs: 3 & 4  Associated MIOs: 3.2 & 4.1
SUNY Excels: N/A  Presidential Goals: 3 & 4
MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 5.2

Each year during the period 2013-2020, the College will, through written, electronic, and face-to-face communication issue information to external constituents and stakeholders about College and student initiatives and accomplishments, as well as community outreach programs, in order to promote the value the College brings to Suffolk County and its citizens.

College Action
Increase alumni engagement in support of the College’s Mission. (IGs 1, 2, 3, 5)

Responsible Executive
Executive Director of SCC Foundation

Lead Responsibility
Executive Director; Director of Alumni Relations

Criteria for Success
1. Provide College updates to alumni groups through electronic, in-person, telephone, and written efforts.
2. Increase electronic communication through dedicated alumni emails by 5%.

Value
Promoted the value the College brings to Suffolk County and its citizens while increasing alumni awareness of existing scholarship recipients and opportunities to donate.

Associated IGs: N/A  Associated MIOs: N/A
SUNY Excels: 36  Presidential Goals: N/A

College Action
Expand efforts to identify the success of College marketing efforts

Responsible Executive
Vice-President for Planning and Institutional Advancement

Lead Responsibility
College Associate Dean for Institutional Advancement

Criteria for Success
Completion of both quantitative and qualitative research efforts to better understand the impact of marketing.
**Value**
By understanding the impact of marketing, the College will be in a better position to ensure the effectiveness of its communication.

<table>
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<td>SUNY Excels: N/A</td>
<td>Presidential Goals: 5</td>
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</tbody>
</table>

**College Action**
Develop an Institutional Advancement website.

**Responsible Executive**
Vice-President for Planning and Institutional Advancement

**Lead Responsibility**
College Associate Dean for Institutional Advancement

**Criteria for Success**
The website will be operational before the end of the year.

**Value**
The new departmental site will strengthen internal and external communications through quality control.

<table>
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<tr>
<th>Associated IGs: 4 &amp; 5</th>
<th>Associated MIOs: 4.1 &amp; 5.1</th>
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<tbody>
<tr>
<td>SUNY Excels: N/A</td>
<td>Presidential Goals: 5</td>
</tr>
</tbody>
</table>
INSTITUTIONAL GOAL 6 – DIVERSITY
To reflect the ethnic, demographic, and economic composition of Suffolk County.

MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 6.1
Each year during the period 2013-2020, the College will foster and demonstrate measurable improvement in decreasing ethnic disparities within its instructional and non-instructional faculty and staff for pan-cultural groups.

College Action
Provide training and materials and conduct outreach for search committees to enhance the diversity of the applicant pools.

Responsible Executive
College General Counsel

Lead Responsibility
Chief Diversity Officer, AVP of Employee Relations, Executive Deans

Criteria for Success
1. Improved diversity of applicant pools, finalist pools, and hires (racial/ethnic/women/veterans/individuals with disabilities - as per affirmative action regulations).

2. Increase in the percentage of underrepresented groups at three different stages of the selection process (all applicants, recommended finalists, recommended hire) based upon targeted increases by type of job and labor availability data.

Value
By diversifying the applicant pools, the College continues to strive towards a more diverse environment that ensures greater representation of the diversity of the county and state

Associated IGs: 1, 3, & 5
Associated MIOs: 4.1

SUNY Excels: 24 & 28
Presidential Goals: 4 & 6
MEASURABLE INSTITUTIONAL OBJECTIVE (MIO) 6.2

Each year during the period 2013-2020, the College will decrease achievement disparities among pan-cultural groups and across socioeconomic groups by developing partnerships and approaches aimed at decreasing the need for developmental education, improving the rate of persistence Fall-to-Spring for first-time, full-time freshmen, and improving graduation and transfer rates for these populations.

**College Action**
By the end of the year, complete and implement an approved College-wide Diversity Plan.

**Responsible Executive**
College General Counsel

**Lead Responsibility**
Chief Diversity Officer

**Criteria for Success**
The plan will be developed, approved, and implemented.

**Value**
The plan will assist the College in ensuring that the faculty, staff, and students reflect the diversity of Suffolk County.

<table>
<thead>
<tr>
<th>Associated IGs: 1, 3, &amp; 5</th>
<th>Associated MIOs: 1.1, 1.2, 1.3, 5.1, 5.2, &amp; 6.1</th>
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</thead>
<tbody>
<tr>
<td>SUNY Excels: 1, 2, 8a, 8b, 10, 12, 13, 15, 17, 18, 19, 24, &amp; 28</td>
<td>Presidential Goals: 1 &amp; 6</td>
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