Suffolk County Community College 2019- 2020 Operational Plan



Office of Planning and Institutional Effectiveness
October 2019

Suffolk County Community College 2019 -- 2020 Operational Plan

As outlined in the *Comprehensive Assessment Plan for Institutional Effectiveness (CAPIE)*, each year the President's Cabinet submits 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, 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 College's Chief Executive Officer, 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.

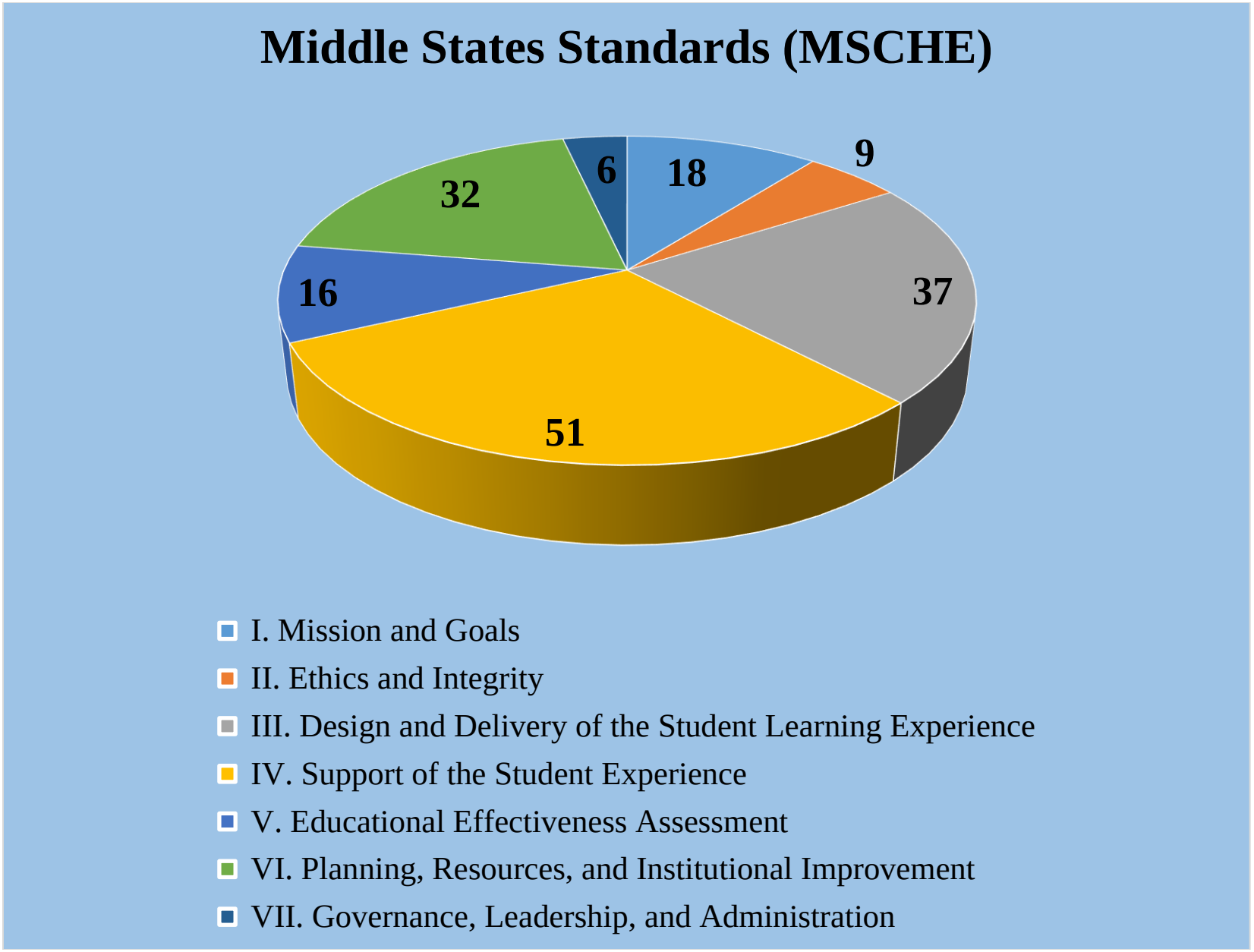
Institutional Goals: 1. Student Success; 2. Community Development/Societal Improvement; 3. Access and Affordability; 4. Institutional Effectiveness; 5. Communication; and 6. Diversity.

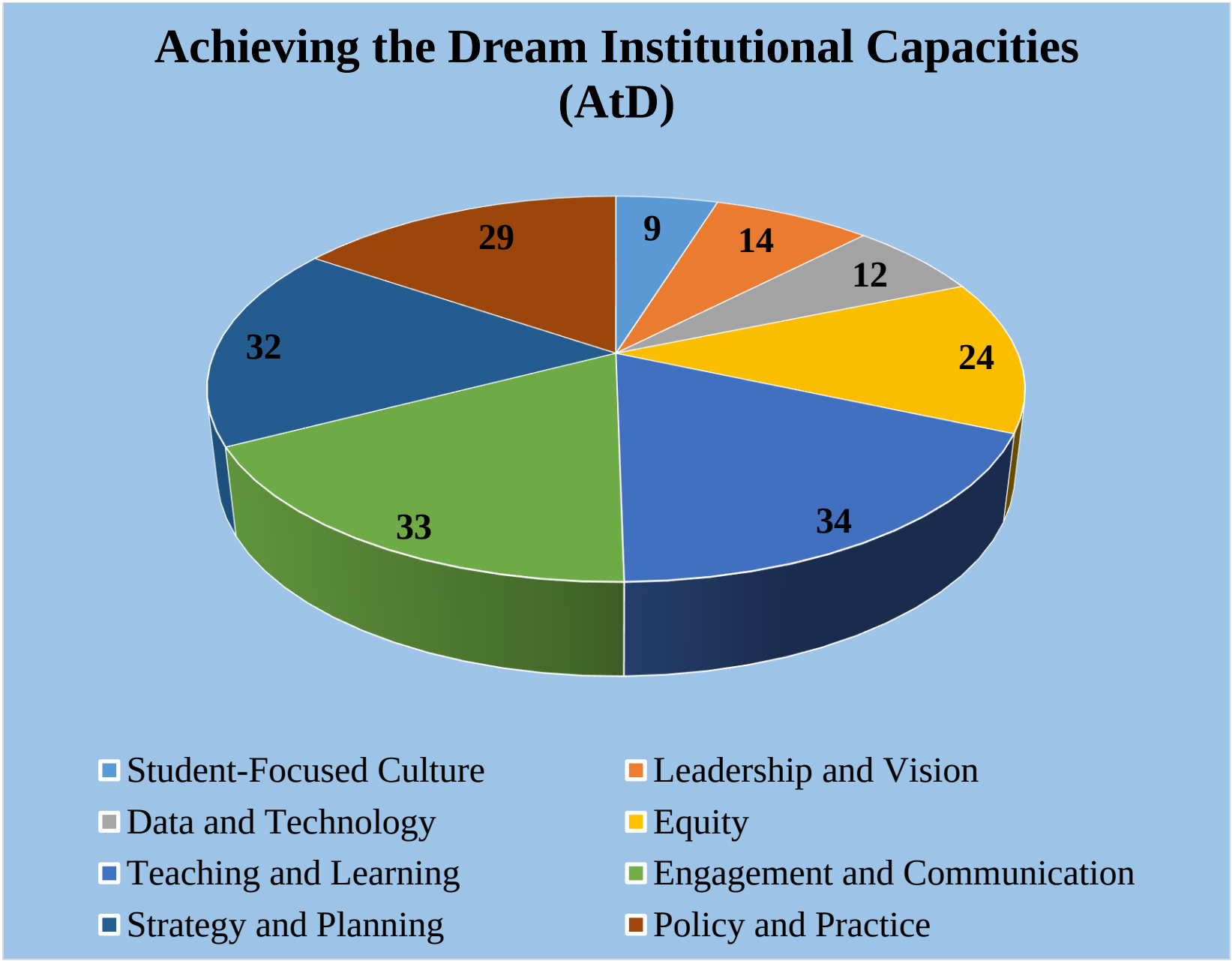
Middle States Standards: 1. Mission and Goals; 2. Ethics and Integrity; 3. Design and Delivery of the Student Learning Experience; 4. Support of the Student Experience; 5. Educational Effectiveness Assessment; 6. Planning, resources, and Institutional improvement; and 7. Governance, Leadership, and Administration.

Achieving the Dream Capacities: Leadership and Vision; Data and Technology; Equity; Teaching and Learning; Engagement and Communication; Strategy and Planning; and Policies and Practices.

For the 2019 – 2020 Academic and Fiscal Year, the ten Cabinet Divisions submitted a total of **79** Action Items/Initiatives. The next pages show the plan's alignment with Institutional Goals, Middle States Standards, and Achieving the Dream Institutional Capacities. At the end of the fall and spring semesters, a progress report for the plan is compiled and reviewed by the Strategic Planning Council. A final report is issued at the end of the Academic and Fiscal Year.


Institutional Goals (IGs)
55
29
39
22
32
13
1. Student Success
2. Community Development/Societal Improvement
3. Access and Affordability
4. Institutional Effectiveness
5. Communication
6. Diversity


Middle States Standards (MSCHE)
18
9
37
51
16
32
6
I. Mission and Goals
II. Ethics and Integrity
III. Design and Delivery of the Student Learning Experience
IV. Support of the Student Experience
V. Educational Effectiveness Assessment
VI. Planning, Resources, and Institutional Improvement
VII. Governance, Leadership, and Administration


Achieving the Dream Institutional Capacities (AtD)
9
14
12
24
34
33
32
29
Student-Focused Culture
Leadership and Vision
Data and Technology
Equity
Teaching and Learning
Engagement and Communication
Strategy and Planning
Policy and Practice

Division or Campus		
Ammerman Campus	Responsible Executive	Wes Lundburg, Executive Dean/CEO
	Activity/Initiative	Working with the VP of Academic Affairs and the other campus Executive Deans/CEOs, explore ways to amend the College Seminar course and to require College Seminar of all new students college-wide (FT and PT).
	Lead Responsibility	Wes Lundburg, Executive Dean/CEO
	Criteria for Success Including measure(s)	Course changes will be in place for Fall 2020, with the goal of all students being required to complete.
	Timeline	Academic Year 2019-20
	IG(s)	1, 2, 3
	ATD Capacities	SF, E, SP, PP
	MSCHE standards	III, IV, VI
	Responsible Executive	Wes Lundburg, Executive Dean/CEO
	Activity/Initiative	Working with the VP for Student Affairs and the other campus Executive Deans/CEOs, explore and launch an initiative to require new student attendance at orientation sessions college-wide (both full time and part time students).
	Lead Responsibility	Wes Lundburg, Executive Dean/CEO
	Criteria for Success Including measure(s)	Orientation attendance will be mandated for Fall 2020
	Timeline	Academic Year 2019-20
	IG(s)	1, 2, 3
	ATD Capacities	SF, E, SP, PP
	MSCHE standards	III, IV, VI
	Responsible Executive	Wes Lundburg, Executive Dean/CEO
	Activity/Initiative	Weekend College
	Lead Responsibility	Dr. Edward Martinez, Dr. Sandra Sprows, Dr. Fara Afshar, John Cienski
	Criteria for Success Including measure(s)	Develop a pilot Weekend College model to be implemented with 2-4 academic programs. This initiative will be a 2-3 year rollout, with the first year concentrated on planning, communication, and coordination.
	Timeline	By end of term Fall 2019, needs assessed and academic programs identified; Student Affairs divisions involved in discussions for implementation. By end of Spring 2020, courses for academic programs planned and early development of student support (e.g. Student Affairs) implemented, with plans for full student support during 2nd year of Weekend College development.
	IG(s)	1, 2, 3, 4, 5
	ATD Capacities	SF, LV, E, TL, EC, SP
	MSCHE standards	I, III, IV
	Responsible Executive	Wes Lundburg, Executive Dean/CEO
	Activity/Initiative	Virtual Reference and Online Embedded Librarianship With the increase in student enrollment in online classes and the increase in the use of online tools for instruction such as Blackboard and open educational resources, the library is expanding outreach to students

		by implementing a live chat virtual reference service. The library, through increased hours of being online in virtual chat, and improved publicity, has set a goal of 15 live chat requests per week. In the spring we will strive for an additional increase of 10% usage. The outcome will improve student success, increase access and affordability, and will improve communication. This represents the start of embedded librarianship within the online learning environment at SCCC. This is a college wide project with tracking of activity managed at the Ammerman campus on behalf of the libraries. Publicity will be shared but tailored to each campus.
	Lead Responsibility	Susan Lieberthal, Head Librarian
	Criteria for Success Including measure(s)	15 live chat requests per week, with 10% increase during the Spring 2020 term.
	Timeline	Fall 2019, Spring 2020
	IG(s)	1, 3
	ATD Capacities	SF, TL, EC
	MSCHE standards	IV
	Responsible Executive	Wes Lundburg, Executive Dean/CEO
	Activity/Initiative	Increased ADA Wayfaring Signage
	Lead Responsibility	Steve Hartmann, Plant Operations Director
	Criteria for Success Including measure(s)	By May 2020, we will have wayfaring signage for wheelchair-bound students throughout the inner campus to provide guidance to ADA-friendly and compliant passage to all buildings.
	Timeline	Plans finalized by end of Fall 2019 semester; signage ordered by start of Spring 2020 semester; signage installed by May 2020.
	IG(s)	1, 2, 3, 6
	ATD Capacities	SF, E
	MSCHE standards	IV, VI
	Responsible Executive	Wes Lundburg, Executive Dean/CEO
	Activity/Initiative	Admissions/Financial Aid Awareness Campaign
	Lead Responsibility	Dr. Edward Martinez, Assoc. Dean for Student Affairs; Dr. Katherine Aguirre, Assistant Dean for Student Affairs.
	Criteria for Success Including measure(s)	In an effort to increase financial aid awareness, a financial aid presentation will be added to the weekly admissions presentation to prospective students and families. Criteria for success: assessment demonstrating increased awareness of enrollment and financial aid procedures.
	Timeline	The new process will begin Fall 2019 semester and the evaluation of the presentation from the Fall 2019 and Spring 2020 semesters will be completed by May 2020
	IG(s)	1, 5
	ATD Capacities	SF, EC
	MSCHE standards	III, IV
	Responsible Executive	Wes Lundburg, Executive Dean/CEO
	Activity/Initiative	New Student Orientation Information Dissemination
	Lead Responsibility	Dr. Edward Martinez, Assoc. Dean of Student Affairs; Sharon Silverstein, Dir. of Student Activities

	Criteria for Success Including measure(s)	Develop an Orientation Campus-wide task force inclusive of academic departments. The intent is to bring uniformity to all orientation programming, including specialized and departmental orientations. Introduce assessment practices into academic department orientations. Additionally, add an extra orientation session 2-3 weeks into the semester.
	Timeline	Implementation for Spring 2020
	IG(s)	1, 4
	ATD Capacities	SF, EC, SP
	MSCHE standards	III, IV
	Responsible Executive	Wes Lundburg, Executive Dean/CEO
	Activity/Initiative	Examine Student Services Campus Hours of Operation
	Lead Responsibility	Dr. Edward Martinez, Assoc. Dean of Student Affairs
	Criteria for Success Including measure(s)	Increase hours of operation in an effort to streamline and coordinate the new and continuing student experience.
	Timeline	In Spring 2020, propose new hours of operation, by Fall 2020, new coordinated hours to be implemented.
	IG(s)	1, 3, 4
	ATD Capacities	SF, EC, SP
	MSCHE standards	III, IV
	Responsible Executive	Wes Lundburg, Executive Dean/CEO
	Activity/Initiative	Business Data Analytic Curriculum Development
	Lead Responsibility	Dr. Fara Afshar, Assoc. Dean for Academic Affairs
	Criteria for Success Including measure(s)	Survey the market requirement for a business data analytic program, research 3 SUNY colleges and 2 non-SUNY colleges offering the program (AS or BS). Designate faculty to develop the curriculum by end of Fall 2019 term. Submit Letter of Intent by February 1, 2020.
	Timeline	Curriculum developed by end of Fall 2019; Letter of Intent and submission to curricular process by March 1, 2020.
	IG(s)	1, 2
	ATD Capacities	SF, TL, EC
	MSCHE standards	IV
Eastern Campus	Responsible Executive	Dr. Rios
	Activity/Initiative	Working with Central Academic Affairs and Nursing Division, plan a surgical technology credit certificate program for the Downtown Center.
	Lead Responsibility	Dr. Rios
	Criteria for Success Including measure(s)	New program is in-place for 2020.
	Timeline	2019 - 20 AY
	IG(s)	1, 2, 3
	ATD Capacities	E, SP, PP
	MSCHE standards	III, IV, VI

Responsible Executive	Dr. Rios
Activity/Initiative	Working with the VP of Academic Affairs and the other Campus CEOs, explore ways to amend the College Seminar course and to require College Seminar of all new students college-wide (FT and PT).
Lead Responsibility	Dr. Rios
Criteria for Success Including measure(s)	Course changes are in place for Fall 2020 and all students are required to complete.
Timeline	2019 – 20 AY
IG(s)	1, 2, 3
ATD Capacities	E, SP, PP
MSCHE standards	III, IV, VI

Responsible Executive	Dr. Rios
Activity/Initiative	Working with the VP of Student Affairs and the other Campus CEOs, explore and launch an initiative to require new student attendance at Orientation sessions college-wide (FT and PT).
Lead Responsibility	Dr. Rios
Criteria for Success Including measure(s)	Orientation attendance is mandatory for Fall 2020.
Timeline	2019 – 20 AY
IG(s)	1, 2, 3
ATD Capacities	E, SP, PP
MSCHE standards	III, IV, VI

Responsible Executive	Dr. Rios
Activity/Initiative	Expand academic advising initiatives for the Eastern Campus.
Lead Responsibility	Dr. Rios
Criteria for Success Including measure(s)	In AY 2019-20, more FT faculty (+50%) participate in on-site advising at the AAMC.
Timeline	2019 – 20 AY
IG(s)	1, 2
ATD Capacities	LV, PP
MSCHE standards	III

Responsible Executive	Dr. Rios
Activity/Initiative	Plan and deliver campus faculty appreciation day; staff appreciation day.
Lead Responsibility	Dr. Rios
Criteria for Success Including measure(s)	High attendance (+50% of each group).
Timeline	2019 – 20 AY
IG(s)	2, 4
ATD Capacities	LV, TL
MSCHE standards	V

Responsible Executive	Dr. Rios
Activity/Initiative	Build a course schedule for the Culinary Building that will include intentionally-sequenced general education courses.
Lead Responsibility	Dr. Jenn Browne
Criteria for Success Including measure(s)	50% more general education courses offered for both fall and spring.
Timeline	2019 – 20 AY
IG(s)	1, 3
ATD Capacities	TL, SP
MSCHE standards	VI

Responsible Executive	Dr. Rios
Activity/Initiative	For the Academic Success Center, coordinate a monthly meeting of tutoring center faculty liaison to review issues and discuss strategies and resources necessary to improve student support and increase links to teaching faculty in courses.
Lead Responsibility	Dr. Jenn Browne
Criteria for Success Including measure(s)	A coordinated plan is available in May 2020.
Timeline	2019 – 20 AY
IG(s)	1, 5
ATD Capacities	LV, PP
MSCHE standards	III

Responsible Executive	Dr. Rios
Activity/Initiative	Research and collect industry data and curriculum requirements for Certified Nursing Assistant and Home Health Care Aide programs.
Lead Responsibility	Chair Jill Thornton
Criteria for Success Including measure(s)	New program proposal is submitted.
Timeline	2019 – 20 AY
IG(s)	1, 3
ATD Capacities	LV, TL, SP
MSCHE standards	III

Responsible Executive	Dr. Rios
Activity/Initiative	Expand course offerings in the greenhouse, specifically BIO111-Botany.
Lead Responsibility	Chair Ted Koukounas
Criteria for Success Including measure(s)	BIO 111 is offered in the Spring 2020 or Fall 2021 semester in the greenhouse; depending on the status of the greenhouse facility, instructional supplies and availability of a full-time or adjunct faculty member.
Timeline	2019 – 20 AY
IG(s)	1, 4
ATD Capacities	TL, SP

	MSCHE standards	III, V
	Responsible Executive	Dr. Rios
	Activity/Initiative	Through tri-campus effort, finalize a one semester developmental course in mathematics (with two pathways) that will serve a vast majority of students that need developmental math.
	Lead Responsibility	Chair Ted Koukounas
	Criteria for Success Including measure(s)	One semester math course is finalized college-wide.
	Timeline	2019 – 20 AY
	IG(s)	1, 3
	ATD Capacities	DT, TL
	MSCHE standards	IV
	Responsible Executive	Dr. Rios
	Activity/Initiative	Create a more diverse schedule of Physical Education courses to maximize the use of the Health and Wellness Center.
	Lead Responsibility	Chair Dee Fabian
	Criteria for Success Including measure(s)	Increase diversity of PE courses by 25%.
	Timeline	2019 – 20 AY
	IG(s)	1, 4
	ATD Capacities	TL, SP
	MSCHE standards	III
	Responsible Executive	Dr. Rios
	Activity/Initiative	Submit proposal to add/revise degree programs to include AOS offerings for Culinary.
	Lead Responsibility	Director/Chair, Culinary programs
	Criteria for Success Including measure(s)	Proposal is submitted.
	Timeline	2019 – 20 AY
	IG(s)	1, 3
	ATD Capacities	TL, SP
	MSCHE standards	V
	Responsible Executive	Dr. Rios
	Activity/Initiative	Make the reading lab more meaningful to students, with a direct connection of services to specific courses.
	Lead Responsibility	Chair Michael Boecherer
	Criteria for Success Including measure(s)	Skills improve by course.
	Timeline	2019 – 20 AY
	IG(s)	1, 4
	ATD Capacities	TL, SP

	MSCHE standards	V
	Responsible Executive	Dr. Rios
	Activity/Initiative	Complete a program review for the Liberal Arts and Sciences, Social Science, AA degree program.
	Lead Responsibility	Chair Faye Lourenso
	Criteria for Success Including measure(s)	Completed program review college-wide.
	Timeline	2019 – 20 AY
	IG(s)	1, 4
	ATD Capacities	TL, PP
	MSCHE standards	III
	Responsible Executive	Dr. Rios
	Activity/Initiative	Prepare a Café Staffing and Management/Retention Plan and develop a bi-annual training plan for Peconic Café staff.
	Lead Responsibility	Dr. Mary Reese
	Criteria for Success Including measure(s)	Plan in place and utilized by new Director.
	Timeline	2019 – 20 AY
	IG(s)	4
	ATD Capacities	PP
	MSCHE standards	IV
	Responsible Executive	Dr. Rios
	Activity/Initiative	Expand Virtual Reality session offerings during the 2019/20 academic year.
	Lead Responsibility	Director Dana Antonucci-Durgan
	Criteria for Success Including measure(s)	Session offerings increase by 25%.
	Timeline	2019 – 20 AY
	IG(s)	3
	ATD Capacities	DT
	MSCHE standards	III, V
	Responsible Executive	Dr. Rios
	Activity/Initiative	Create a taskforce that will meet regularly to enhance communication at the front-line of student services in the One-Stop.
	Lead Responsibility	Director Suzanne Dela Raba
	Criteria for Success Including measure(s)	Task Force is formed and has a final, written plan for communication enhancements at year-end.
	Timeline	2019 – 20 AY
	IG(s)	5
	ATD Capacities	EC

	MSCHE standards	VI
	Responsible Executive	Dr. Rios
	Activity/Initiative	Finalize classroom and lab preparations for the Nursing Program to make the move and transition from Downtown Center to the Eastern Campus.
	Lead Responsibility	Director Anthony DeAngelis, Dr. Jenn Browne, Chair Jill Thornton
	Criteria for Success Including measure(s)	In January 2020, Spring semester, flooring is updated, materials are in place in Corchaug, and the PN program is fully located in Corchaug with classes running.
	Timeline	2019 – 20 AY
	IG(s)	4
	ATD Capacities	SP, PP
	MSCHE standards	III, V
Michael J. Grant Campus	Responsible Executive	Executive Dean / CEO
	Activity/Initiative	**Plant Operations & Capital Projects:** 1. Oversee the construction and "move-in" of the Sagtikos Renovation (Arts & Chem Lab.) 2. Oversee the design and construction of the Plant Operations Renovation 3. Partner with the VP of Academic Affairs on the STEM building design and construction of Internal Renovation of Paumanok Hall to house Allied Health Programs including specimen room, 2 new offices, and 2 additional classrooms
	Lead Responsibility	Director of Plant Operations & Department Head
	Criteria for Success Including measure(s)	1. Completion of construction & opening of new center 2. Get the construction bid awarded and construction beginning 3. Get the construction bid awarded and construction beginning 4. Work with the academic department and plant operations to have the redesign complete
	Timeline	1. Sept. 2020 2. Sept 2020 3. January 2020 4. Begin summer 2020
	IG(s)	1, 2, 3
	ATD Capacities	TL, EC
	MSCHE standards	I, III, IV
	Responsible Executive	Executive Dean / CEO
	Activity/Initiative	**Plant Operations: Complete LED Lighting Grant Project**
	Lead Responsibility	Director of Plant Operations & Campus Electricians
	Criteria for Success Including measure(s)	Complete full installation of LED throughout campus
	Timeline	January 2020
	IG(s)	2, 3
	ATD Capacities	TL
	MSCHE standards	I, VI

Responsible Executive	Executive Dean / CEO
Activity/Initiative	**<u>Plant Operations:</u> Asharoken Hall: Complete internal renovation including: ADA door openers, new student gathering patio, hallway program art and signage, underneath building skirt installed, and where needed new student classroom furniture.**
Lead Responsibility	Director of Plant Operations
Criteria for Success Including measure(s)	1. New building skirt 2. ADA Doors 3. Patio 4. Hallway Art 5. New classroom furniture
Timeline	3. March 2020
IG(s)	1, 2, 3
ATD Capacities	TL
MSCHE standards	I, VI

Responsible Executive	Executive Dean / CEO
Activity/Initiative	**<u>Admissions:</u>** 1. Have admissions director have 1-1 planning session with each academic Chair / area. 2. Offer phase 2 of high school administration "working group" 3. Implement programming for student and parents of new applicants to foster engagement during enrollment cycle. 4. Increase enrollment yields by 2% and conversion rate of applications by 5%. 5. Create a new summer "academy" for high school students in Photography, Visual Arts, and Theater
Lead Responsibility	Director of Admissions, Assistant Dean of Counseling & Associate Dean of Students Services
Criteria for Success Including measure(s)	1. New partnership in enrollment with academic areas (meetings and Chair outreach) 2. Provide a superintendent meeting spring 2020. 3. Offer 5 workshops for incoming students and parents 4. Increase enrollment yields by 2% and conversion rate of applications by 5%. 5. Launch first summer academy's
Timeline	August 2020
IG(s)	1, 3, 5
ATD Capacities	E, EC, PP
MSCHE standards	I, IV, VI

Responsible Executive	Executive Dean / CEO
Activity/Initiative	**<u>Retention:</u>** 1. Review results and revise / expand the STH program for probation, dismissed, and academically struggling students 2. Review and expand and institutionalize the Associate Deans Academic Referral program 3. Expand outreach to the online leaner student workshop and assess results. 4. Implement early DNR communication plan

	Lead Responsibility	Associate Academic Deans
	Criteria for Success Including measure(s)	Increase retention by 2% of continuing students. Increase probation student success by 2% Increase participation in online learner orientation by 5%
	Timeline	August 2020
	IG(s)	1, 6
	ATD Capacities	TL, EC
	MSCHE standards	I, III, IV
	Responsible Executive	Executive Dean / CEO
	Activity/Initiative	**Liberal Arts General Studies Program (about 1,440 students):** 1. Implement a Communication Plan to foster Engagement 2. Develop an advisement plan for students 3. Create a Career Center intrusive model of services for this population 4. Prepare a learning community model for implementation in Fall of 2020
	Lead Responsibility	Program Administrator, Assistant Dean of Counseling, AAMC Director
	Criteria for Success Including measure(s)	Increase retention by 2%
	Timeline	August 2020
	IG(s)	1, 2, 3
	ATD Capacities	LV, E, SP, PP
	MSCHE standards	II, IV, VI
	Responsible Executive	Executive Dean / CEO
	Activity/Initiative	**Campus Professional Development / TLC:** 1. Continue expansion of the Faculty Learning Community Model and launch the new employee cohort November 1. 2. Partner with Campus Diversity Committee on staff, faculty, and administrator training and development workshops. 3. Partner with Executive Dean on Administrator summer retreat program. 4. Provide 4 academic chair workshops annually on classroom & online observation 5. Expand annual AME luncheon and wellness program to include more developmental programming 6. Track and support mandated PD departmental programming.
	Lead Responsibility	Director of Campus TLC and appropriate departmental partners
	Criteria for Success Including measure(s)	
	Timeline	
	IG(s)	1, 2, 5
	ATD Capacities	LV, TL, EC
	MSCHE standards	I, III, IV
	Responsible Executive	Executive Dean / CEO

	Activity/Initiative	**New Academic Programing:** 1. Prepare and submit 3 new campus academic programs for Fall 2020 offering. 2. Offer 4 Humanity Center programmatic offerings on the campus throughout the academic year.
	Lead Responsibility	Associate Academic Deans
	Criteria for Success Including measure(s)	
	Timeline	
	IG(s)	1, 2, 6
	ATD Capacities	TL, EC
	MSCHE standards	I, III, IV
	Responsible Executive	Executive Dean / CEO
	Activity/Initiative	**Student Activities:** 1. Conduct four focus groups of new students to describe their experience and expectations around New Student Orientation (ORT). 2. Enhance participation in New Student Orientation (numbers coming) 3. Review current uses of technology enhance programming and campus reservations. 4. Expand Student Leadership opportunities. 5. Expand student participation in campus clubs, activities, and programs.
	Lead Responsibility	Director of Student Activities
	Criteria for Success Including measure(s)	1. Focus group data 2. Increase of new student participation by 5% 3. Increase club participation by 5%
	Timeline	
	IG(s)	1, 5
	ATD Capacities	TL, EC
	MSCHE standards	I, III, IV
	Responsible Executive	Executive Dean / CEO, VP of Academic and Student Affairs
	Activity/Initiative	**Student On-Boarding & Intake:** 1. Support CRM install 2. Support Guided Pathway Project and on-boarding procedures
	Lead Responsibility	Admissions Director and Central
	Criteria for Success Including measure(s)	Implementation of new software and usage to new students
	Timeline	Fall 2010
	IG(s)	1, 2, 6
	ATD Capacities	DT, EC
	MSCHE standards	I, IV
	Responsible Executive	Vice President for Student Affairs and Executive Deans

	Activity/Initiative	**Establish one Student Government Association Constitution across all three campuses with local bylaws for each campus.**
	Lead Responsibility	Associate Dean Patty Munsch, Associate Dean Meryl Rogers, Associate Dean Edward Martinez and Associate Dean Mary Reese
	Criteria for Success Including measure(s)	A draft Student Government Association Constitution will be presented to the Board of Trustees for their review in August 2020
	Timeline	Fall 2019 the three Student Government Associations will review their constitutions to identify similarities and differences Winter 2020 the three Student Government Associations will determine what changes they would like seen within the constitution Spring 2020 the three Student Government Associations will engage a writing team to draft a new college-wide constitution with votes by each campus Student Government Association prior to the close of the academic year.
	IG(s)	5
	ATD Capacities	SP
	MSCHE standards	IV, VI
	Responsible Executive	Vice President for Student Affairs and Executive Deans
	Activity/Initiative	**Access and utilization of the Citywide Immunization Registry by the health services offices via the enhanced protocols of accessing health records upon application and only applying registration blocks to those students without accessible medical records**.
	Lead Responsibility	Associate Dean Patty Munsch, Associate Dean Meryl Rogers, Associate Dean Edward Martinez and Associate Dean Mary Reese
	Criteria for Success Including measure(s)	The health services offices will be reviewing all new student applications via Argos and searching for medical records in NYSIIS and CIR by March 2020.
	Timeline	The health services offices will all have access to the necessary Argos reports by December 2019 and will be trained in using the reports by January 2020. The health services office will have access to CIR by February 2020.
	IG(s)	5, 3
	ATD Capacities	E, EC, PP
	MSCHE standards	IV
Academic Affairs	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Address student success by creating a college-wide learning community.
	Lead Responsibility	Associate Vice President for Academic Affairs
	Criteria for Success Including measure(s)	100% of faculty registrants attend all six sessions on teaching and learning topics.
	Timeline	June 2020
	IG(s)	1
	ATD Capacities	TL
	MSCHE standards	III, IV, V

Responsible Executive	Vice President for Academic Affairs
Activity/Initiative	Address student access, success, and completion of programs by creating a review process for academic departments to re-evaluate programs to meet student goals of career/transfer upon graduation. (Pathways)
Lead Responsibility	Assistant Dean for Academic Affairs/Student Success Initiatives
Criteria for Success Including measure(s)	Binary.
Timeline	July 2020
IG(s)	1
ATD Capacities	TL, EC, SP
MSCHE standards	III, IV

Responsible Executive	Vice President for Academic Affairs
Activity/Initiative	Address student success in ESL programs through faculty development
Lead Responsibility	College Director of ESL
Criteria for Success Including measure(s)	Survey Adjunct ESL faculty on development needs – 75% response. Conduct 2/3 faculty development workshops based on survey results with 30% participation.
Timeline	November 2019 March 2020
IG(s)	1
ATD Capacities	TL
MSCHE standards	III, IV, V

Responsible Executive	Vice President for Academic Affairs
Activity/Initiative	Facilitate student success and completion by creating and implementing at least three Degree Works Informational Sessions for student understanding of their Degree Works Audit. (Pathways)
Lead Responsibility	College Director of Student Support Services
Criteria for Success Including measure(s)	Creation of sessions Implementation of 3 sessions
Timeline	November 2019 March 2020
IG(s)	1, 5
ATD Capacities	DT, E, TL, EC
MSCHE standards	I, III, IV,

Responsible Executive	Vice President for Academic Affairs
Activity/Initiative	Increase student access, success, and completion by acquiring new clinical placement opportunities to increase learning opportunities and seat capacity.
Lead Responsibility	Associate Dean School of Nursing
Criteria for Success Including measure(s)	Clinical placement will increase by 10%.
Timeline	March 2020
IG(s)	3

	ATD Capacities	SP
	MSCHE standards	V
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Increase student access to campus resources by launching a pilot micro-transit service.
	Lead Responsibility	Executive Director of Sustainability Programs
	Criteria for Success Including measure(s)	Binary.
	Timeline	August 2020
	IG(s)	1,2,3
	ATD Capacities	LV, E, SP, PP
	MSCHE standards	II, IV, VI
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Facilitate student success and completion by developing an online catalog.
	Lead Responsibility	Associate and Assistant Dean for Curriculum Development
	Criteria for Success Including measure(s)	Binary.
	Timeline	August 2020
	IG(s)	5
	ATD Capacities	EC
	MSCHE standards	III & IV
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Address student access and success by developing a preparation course for Level 1 NYS Teaching Assistant.
	Lead Responsibility	College Assistant Dean for Continuing Education
	Criteria for Success Including measure(s)	1. Develop course 2. Enroll twelve students 3. 75% of students will pass NYS certification exam
	Timeline	January 2020 August 2020
	IG(s)	1, 2, 3, 6
	ATD Capacities	E, EC
	MSCHE standards	III, IV
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Create an ECP or Beacon Program of Freshman Seminars for 11th & 12th graders. (Pathways)
	Lead Responsibility	College Assistant Dean for K-12 Partnerships
	Criteria for Success Including measure(s)	Obtain interest data (by Spring 2020) from each current ECP/Beacon school and other districts. Start program in Fall 2020.
	Timeline	August 2020
	IG(s)	3

	ATD Capacities	TL
	MSCHE standards	III
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Address student access and success to online programs/courses by creating a project charter for centralization of online learning.
	Lead Responsibility	College Director for the Center for Innovative Pedagogy
	Criteria for Success Including measure(s)	Binary.
	Timeline	August 2020
	IG(s)	1,2, 3, 6
	ATD Capacities	E
	MSCHE standards	I, III
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Facilitate access by designing a "Management for Industry" sequence to be introduced as non-credit offering, evolving into an academic certificate with aligned objectives and assessments. This pathway program will be developed collaboratively between Workforce and the Office of Academic Affairs. (Pathways)
	Lead Responsibility	Associate Vice President for Workforce and Economic Development
	Criteria for Success Including measure(s)	Draft Course Sequence Outline Identify 3 SLO's and 3 assessments Develop the introductory course
	Timeline	March 2020 July 2020 July 2020
	IG(s)	2
	ATD Capacities	DT
	MSCHE standards	III
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Increase access for students by developing and acquiring approval (through SUNY Global) 3 study abroad programs (Spain, Romania, Peru)
	Lead Responsibility	Associate Dean of Special Programs
	Criteria for Success Including measure(s)	Get 3 programs approved by SUNY Global Open to registration for students system-wide
	Timeline	March 2020 August 2020
	IG(s)	1, 3
	ATD Capacities	TL, PP
	MSCHE standards	III
	Responsible Executive	Vice President for Academic Affairs

	Activity/Initiative	Ensure student success by developing and implementing a program to support EOP students who are not meeting the College's EOP academic standards (students on probation).
	Lead Responsibility	Director of EOP
	Criteria for Success Including measure(s)	25% percent of the students who participate in the program will improve their GPA's for the semester they participate in the program.
	Timeline	January 2020 & June 2020
	IG(s)	1
	ATD Capacities	DT, EC, SP, PP
	MSCHE standards	I, III, IV
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Address student success by collaborating with at least 1 other SUNY in the area on PD event(s) for our faculty and staff
	Lead Responsibility	College Associate Dean of Faculty and Professional Development
	Criteria for Success Including measure(s)	Develop PD events with representatives from outside SCCC. Hold at least 1 collaborative PD event per semester with representatives outside of SCCC.
	Timeline	January 2020 May 2020
	IG(s)	4
	ATD Capacities	TL
	MSCHE standards	IV
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Increase student access by conducting at least 1 active entrepreneurship learning event on each campus.
	Lead Responsibility	College Director of Entrepreneurial Assistance Program
	Criteria for Success Including measure(s)	Hold at least 1 event per campus during the year.
	Timeline	August 2020
	IG(s)	1, 2
	ATD Capacities	TL, EC
	MSCHE standards	III, IV
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Working collaboratively, create a structure that ensures that as of Fall 2020, 80% of new students are enrolled in College seminar during their first semester.
	Lead Responsibility	Vice Presidents Academic & Student Affairs; Executive Deans
	Criteria for Success Including measure(s)	Binary.
	Timeline	September 2020
	IG(s)	1
	ATD Capacities	TL, EC, SP

	MSCHE standards	III, IV
Business & Financial Affairs	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	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 to future student success after lengthy time period. Create College policy to decrease liability and reduce obstacle.
	Lead Responsibility	Associate Dean of Financial Affairs
	Criteria for Success Including measure(s)	Create written policy
	Timeline	Spring 2020
	IG(s)	1, 3
	ATD Capacities	PP
	MSCHE standards	IV
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	Implement a succession plan necessary due to the retirement of the Principal Accountant whose function is critical to the finance and budget processes as well as other retirements.
	Lead Responsibility	Associate Deans of Financial Affairs
	Criteria for Success Including measure(s)	Replacement hires
	Timeline	Fall 2019
	IG(s)	4
	ATD Capacities	SP
	MSCHE standards	VI
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	Updating policies and procedures for financial operations, particularly banking with an emphasis on one College, one way of doing things.
	Lead Responsibility	Associate Dean of Financial Affairs
	Criteria for Success Including measure(s)	Complete the update for banking procedures
	Timeline	Spring 2020
	IG(s)	4
	ATD Capacities	PP
	MSCHE standards	VI
Legal Affairs	Responsible Executive	Chief Diversity Officer
	Activity/Initiative	Ensure implementation and prioritize College-wide and campus goals related to diversity, equity, and inclusion (including those related to professional development, training, programming, hiring, and retention)
	Lead Responsibility	Chief Diversity Officer and Chief of Staff (co-chairs of College Diversity Council)

		Members of the Diversity Council including: Executive Deans (all three campuses), VP Academic Affairs, VP Student Affairs, Associate Directors of Multicultural Affairs, Director of Center for Social Justice, Affirmative Action Officer, AVP Employee Resources, and Achieving the Dream chairs
	Criteria for Success Including measure(s)	Number of initiatives that are developed, prioritized, and aligned to diversity, equity and inclusion Numbers of programs, number and variety of topics, types of training provided, and target audiences/attendees present
	Timeline	Fall 2019 and Spring 2020
	IG(s)	1, 2, 5, 6
	ATD Capacities	LV, E, TL, EC, SP
	MSCHE standards	I, II, IV, VI
	Responsible Executive	General Counsel/Deputy General Counsel
	Activity/Initiative	Ensure compliance through update of policies and procedures and ensure timely and effective responses to compliance reviews
	Lead Responsibility	Legal Affairs (Deputy General Counsel; Affirmative Action Officer; Chief Diversity Officer; AVP Employee Resources; Executive Director Risk Mitigation)
	Criteria for Success Including measure(s)	Numbers of policies and procedures reviewed, developed, revised, communicated and disseminated to Cabinet, executive staff, the Board of Trustees, the College community, and other constituents Timely, progressive, and accurate reports to external agencies (SUNY, NYS Education Department, Office for Civil Rights, etc.)
	Timeline	Fall 2019 and Spring 2020
	IG(s)	4, 5
	ATD Capacities	SP, PP
	MSCHE standards	II, VI, VII
Information Technology Services	Responsible Executive	Associate Director
	Activity/Initiative	Office 2019 upgrade
	Lead Responsibility	Desktop Support Services
	Criteria for Success Including measure(s)	Upgrade 75% of administrative computers
	Timeline	Q1: September – November: Plan deployment Q2: December – February: Upgrade 25% of administrative computers Q3: March – May: Upgrade 50% of administrative computers Q4: June – August: Upgrade 75% of administrative computers
	IG(s)	1, 2, 3, 4, 5, 6
	ATD Capacities	LV, DT, E, TL, EC, SP, PP
	MSCHE standards	I, II, III, IV, V, VI, VII
	Responsible Executive	Associate Director
	Activity/Initiative	Establish documentation procedures
	Lead Responsibility	All units

	Criteria for Success Including measure(s)	Establish a documentation procedure that includes the documentation of business processes, help desk ticket resolutions, coding, IT standard operating procedures, etc.
	Timeline	Q1: September – November: Evaluate platforms to use Q2: December – February: Start documentation of help desk tickets Q3: March – May: Start documentation of IT standard operating procedures Q4: June – August: Start documentation of Enterprise Applications
	IG(s)	1, 2, 3, 4, 5, 6
	ATD Capacities	LV, DT, E, TL, EC, SP, PP
	MSCHE standards	I, II, III, IV, V, VI, VII
	Responsible Executive	Associate Director
	Activity/Initiative	Zero Client
	Lead Responsibility	Desktop Support Services
	Criteria for Success Including measure(s)	To initiate deployment of zero client devices with at least 25 units deployed
	Timeline	Q1: September – November: Evaluate Q2: December – February: Plan deployment Q3: March – May: Deploy Q4: June – August: Deploy
	IG(s)	1, 2, 3, 4, 5, 6
	ATD Capacities	LV, DT, E, TL, EC, SP
	MSCHE standards	I, II, III, IV, V, VI, VII
	Responsible Executive	Associate Dean
	Activity/Initiative	Implementation of a Project Portfolio Management (PPM) tool
	Lead Responsibility	Project Management Office
	Criteria for Success Including measure(s)	Migrate at least 50% of existing projects from a spreadsheet to a PPM tool.
	Timeline	Q1: September – November: Implement PPM Q2: December – February: Finalize implementation of PPM Q3: March – May: Migrate at least 25% of existing projects Q4: June – August: Migrate at least 50% of existing projects
	IG(s)	1, 2, 4, 5
	ATD Capacities	LV, DT, E, TL, EC, SP, PP
	MSCHE standards	I, II, III, IV, V, VI, VII
Institutional Advancement	Responsible Executive	VP Institutional Advancement/Associate Dean for Sponsored Programs
	Activity/Initiative	Develop the College's four-year Perkins V proposal to NYSED and submit the first-year's proposal. Fall 2019: reconstitute Local Advisory Council (LAC) according to Perkins V guidelines; convene new LAC, meet with VP AA to develop broad plan for each campus; meet with at least one of three campus executive deans to develop Major Effort plan;

		Spring 2020: meet with other two campus deans; meet with each ME director to develop pre-proposals; meet with Perkins V Executive Council to confirm plan; meet with LAC for advice on plan; develop proposal narrative and budget. Summer 2020: complete and submit proposal.
	Lead Responsibility	Associate Dean for Sponsored Programs/Assistant Dean for Grants Development
	Criteria for Success Including measure(s)	Complete a plan for five major efforts across the college and submit a complete and compliant proposal to NYSED
	Timeline	September 1 – August 31
	IG(s)	1, 2, 3, 4, 5, 6
	ATD Capacities	DT, E, TL
	MSCHE standards	III, IV, V, VI
	Responsible Executive	VP Institutional Advancement/Associate Dean for Institutional Advancement/Assistant Director of Web Services
	Activity/Initiative	Lead an initial assessment effort and the committee charged to develop and implement a Digital Asset Management system for the College.
	Lead Responsibility	Assistant Director of Web Services
	Criteria for Success Including measure(s)	By August 31, 2020: Have a digital asset management system selected and an administrative process for the college to begin implementation. Communication to the college staff will bring awareness that the DAM will be the official source for college content including photos, logos, graphics, video files, audio files, pdf's and related files.
	Timeline	September 1 – August 31
	IG(s)	3, 5, 6
	ATD Capacities	DT, E, TL, EC, SP, PP
	MSCHE standards	II, IV, VI
	Responsible Executive	VP Institutional Advancement/Associate Dean for Institutional Advancement/Executive Director of the Suffolk Community College Foundation
	Activity/Initiative	Project manage the implementation of the Suffolk Federal Credit Union agreement.
	Lead Responsibility	Associate Dean for Institutional Advancement/Executive Director of the Suffolk Community College Foundation
	Criteria for Success Including measure(s)	By August 31, 2020: Complete the deliverables that have been listed as action items contained within the agreement. This includes, Phase I of exterior signage installment for the SFCU Arena, basketball court branding, and lobby graphics.
	Timeline	September 1 – August 31
	IG(s)	2, 3, 5
	ATD Capacities	EC, SP, PP
	MSCHE standards	IV, VI
Planning and Institutional Effectiveness	Responsible Executive	Executive Director, OPIE
	Activity/Initiative	Fall 2019: Implement phase three of the 2020-2027 strategic planning architecture by presenting findings and working with SCCC stakeholders to review the current Mission and Vision statements, Institutional Goals

		(IG), and Measureable Institutional Objectives (MIOs). Use review as basis to begin crafting the 2020-2027 mission and vision statements, IG's, MIO's, and KPI's. Spring 2020: Engage SCCC stakeholders in the validation process and present final draft of 2020-2027 Strategic Plan to College community.
	Lead Responsibility	Strategic Planning Council with facilitation from OPIE
	Criteria for Success Including measure(s)	Actively seeking opportunities to engage the College community in the crafting and validation processes, including presenting findings at various College-wide meetings (i.e., Governance meetings, Spring 2020 PDD, etc.).
	Timeline	Fall 2019-Spring 2020
	IG(s)	4, 5, 6
	ATD Capacities	SP
	MSCHE standards	I, VI
	Responsible Executive	Assistant Director, OPIE
	Activity/Initiative	In collaboration with ITS, utilize Power BI to create dashboards that will make institutional and departmental data more readily available to the College community.
	Lead Responsibility	Specialist I, OPIE and College Assoc. Dean, Information Technology Services
	Criteria for Success Including measure(s)	Piloting and publishing of dashboards for program review (ITS)
	Timeline	Fall 2019-Spring 2020
	IG(s)	4, 5
	ATD Capacities	DT
	MSCHE standards	VI
	Responsible Executive	Executive Director, OPIE
	Activity/Initiative	Continue to work with the Data Standards Committee to publish and implement the revised data standards manual at the Central and Campus levels.
	Lead Responsibility	Data Standards Committee
	Criteria for Success Including measure(s)	Implementation of manual and a reduction in fatal errors generated when submitting reports to SUNY and other external agencies.
	Timeline	Fall 2019-Spring 2020
	IG(s)	4, 5
	ATD Capacities	SP
	MSCHE standards	V
Student Affairs	Responsible Executive	Vice President for Student Affairs and Executive Deans
	Activity/Initiative	Review current new student testing, advising, and orientation processes to identify opportunities to increase student participation, engagement, and to move toward making orientation mandatory.
	Lead Responsibility	Associate Dean Patty Munsch, Associate Dean Meryl Rogers, Associate Dean Eddie Martinez, and Associate Dean Mary Reese

	Criteria for Success Including measure(s)	A proposal for a redesign of process inclusive of student learning outcomes and assessment measures will be prepared by April 2020
	Timeline	Fall 2019 the current testing, advising, and orientation process will be outlined by each campus. Winter 2020 discussion regarding CAS standards and best practices will inform a draft of a redesign. Spring 2020 all area leads will review and revise suggestions and finalize a proposal for redesign.
	IG(s)	1, 5
	ATD Capacities	EC, PP
	MSCHE standards	IV
	Responsible Executive	Vice President for Student Affairs and Vice President for Academic Affairs
	Activity/Initiative	Implementation of an enhanced student authentication process to allow for increase individual communication with students via phone and email.
	Lead Responsibility	Associate Dean Anna Flack and Director Camille Karlson
	Criteria for Success Including measure(s)	The updated protocols will be utilized by 75% of offices across the college by August 2020.
	Timeline	The enhanced protocols will be finalized by November 2019 Professional development will be provided on how to use the new protocols from December 2020 through March 2020 Offices will be using the new protocols by April 2020 Complete integration by August 2020.
	IG(s)	1, 3, 5
	ATD Capacities	E, EC, PP
	MSCHE standards	IV
	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Implementation of College Scheduler software to provide students, counselors, teaching faculty and staff ease with building class schedules.
	Lead Responsibility	Associate Dean Anna Flack
	Criteria for Success Including measure(s)	The tool will be accessible to build schedules prior to the start of priority registration, November 6, 2019.
	Timeline	September 2019 software is tested, student feedback is gathered. October 2019 software is installed and training is provided to faculty, staff and students
	IG(s)	1, 3
	ATD Capacities	LV, EC
	MSCHE standards	IV, VI
	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Review and revise the policy and procedures associated with students who are re-admitting to the college or who have stopped out and are returning to the college.
	Lead Responsibility	College Dean Joanne Braxton
	Criteria for Success Including measure(s)	Identify barriers in current readmission process, outline a policy revision to address the barriers, and update procedures based on the revised policy.

	Timeline	Identify barriers in Fall 2019 Outline policy revision in Spring 2020 Update procedures in Summer 2020.
	IG(s)	1, 3, 5
	ATD Capacities	E, PP
	MSCHE standards	IV
	Responsible Executive	Vice President for Student Affairs and Vice President for Academic Affairs
	Activity/Initiative	Pilot a student mentoring program with faculty and staff from across the college to provide individual student support including transitioning to college and development of an academic plan.
	Lead Responsibility	Associate Dean Patty Munsch, Associate Dean Deborah Wolfson, and Associate Dean Anna Flack
	Criteria for Success Including measure(s)	65% of new students in Spring 2020 will have an assigned mentor to support their transition college.
	Timeline	Identify and provide professional development for volunteers in Fall 2019 Assign volunteers to new students in Spring 2020.
	IG(s)	1, 3, 5
	ATD Capacities	E, EC, PP
	MSCHE standards	IV
	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Build the College Relationship Managements software tool to support the enrollment process including an enrollment checklist, follow-up communication for missing items for enrollment, and follow-up after the first week of classes.
	Lead Responsibility	College Dean Joanne Braxton and Associate Dean Patty Munsch
	Criteria for Success Including measure(s)	An enrollment checklist and follow-up communications for missing items for enrollment will be functional by June 2020 and follow-up communication for the first week of classes will be functional by August 2020.
	Timeline	Fall 2019 the new student application will be built, the application checklist will be built Spring 2020 the enrollment checklist will be built and the follow-up communication for enrollment will be built August 2020 the first week of class communication will be built.
	IG(s)	1, 5
	ATD Capacities	DT, EC
	MSCHE standards	IV
	Responsible Executive	Vice President for Student Affairs and Executive Deans
	Activity/Initiative	Access and utilization of the Citywide Immunization Registry by the health services offices via the enhanced protocols of accessing health records upon application and only applying registration blocks to those students without accessible medical records.
	Lead Responsibility	Associate Dean Patty Munsch, Associate Dean Meryl Rogers, Associate Dean Edward Martinez and Associate Dean Mary Reese
	Criteria for Success Including measure(s)	The health services offices will be reviewing all new student applications via Argos and searching for medical records in NYSIIS and CIR by March 2020.

	Timeline	The health services offices will all have access to the necessary Argos reports by December 2019 and will be trained in using the reports by January 2020. The health services office will have access to CIR by February 2020.
	IG(s)	3, 5
	ATD Capacities	E, EC, PP
	MSCHE standards	IV
	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Expand community policing program college-wide.
	Lead Responsibility	College Director Baycan Fideli
	Criteria for Success Including measure(s)	Community policing program will employ students on all campuses by August 31, 2020
	Timeline	Recruitment for additional students for the community policing program will occur in March 2020, training of the students will occur over Spring/Summer 2020
	IG(s)	5
	ATD Capacities	EC
	MSCHE standards	IV, VI
	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Cross train internal staff on the following aspects of the Special Events Office: Contracts, Insurance, Scheduling, 25 Live, Event communication.
	Lead Responsibility	Associate Dean Collazo and Associate Director Alberti
	Criteria for Success Including measure(s)	All staff in Special Events will be trained on contracts, insurance, scheduling, 25 Live and event communication by June 2020.
	Timeline	The training will be outlined by December 2019 and implemented and delivered to all staff by June 2020.
	IG(s)	5
	ATD Capacities	DT, PP
	MSCHE standards	VI
	Responsible Executive	Vice President for Student Affairs and Executive Deans
	Activity/Initiative	Establish one Student Government Association Constitution across all three campuses with local bylaws for each campus.
	Lead Responsibility	Director Lisa Hamilton, Director Sharon Silverstein and Director Denny Teason
	Criteria for Success Including measure(s)	A draft Student Government Association Constitution will be presented to the Board of Trustees for their review in August 2020.
	Timeline	Fall 2019 the three Student Government Associations will review their constitutions to identify similarities and differences, Winter 2020 the three Student Government Associations will determine what changes they would like seen within the constitution Spring 2020 the three Student Government Associations will engage a writing team to draft a new college-wide constitution with votes by each campus Student Government Association prior to the close of the academic year.

	IG(s)	5
	ATD Capacities	SP
	MSCHE standards	IV, VII