

**Suffolk County  
Community  
College  
2021- 2022  
Operational  
Plan**

**Office of Planning and  
Institutional Effectiveness  
January 2022 Update**



## Suffolk County Community College 2021 -- 2022 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, and to Middle States Standards for evidence of accreditation compliance. 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 President, is reviewed by the Strategic Planning Council. This review serves as an accountability measure in the process, and the Council may make suggestions regarding the planning process (timelines, templates, communication, etc.).

Three times each year a progress report is compiled – after the fall semester, after the spring semester, and the final report in August.

### **Institutional Goals**

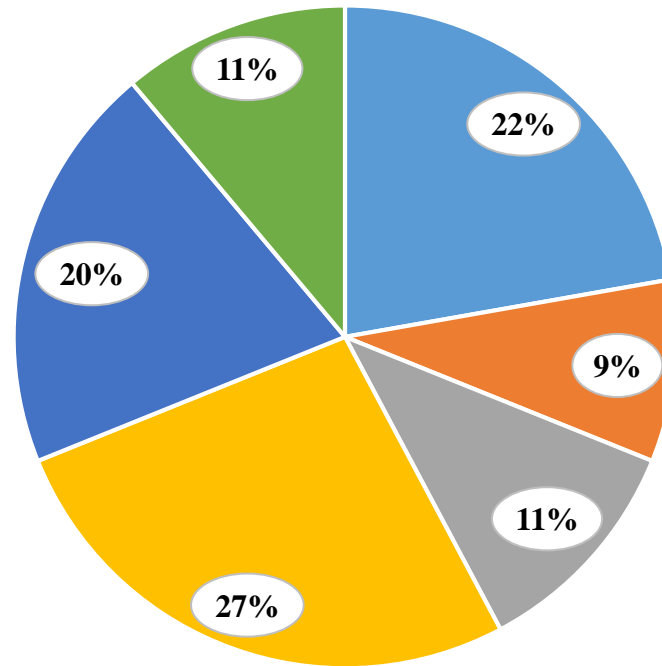
1. Student Success
2. Community Development/Societal Improvement
3. Access and Affordability
4. Institutional Effectiveness
5. Communication
6. Diversity

### **Middle States Standards**

- 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

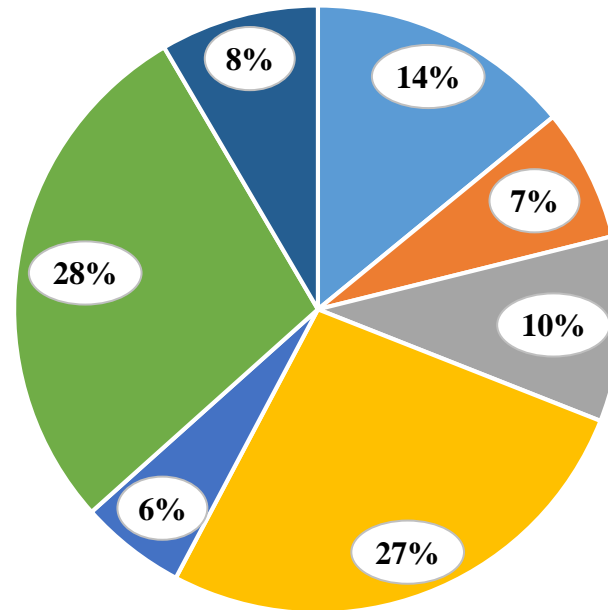
Thirty-five (35) targeted action items/initiatives were developed to operationalize goals of the Strategic Plan. All Institutional Goals and Middle States Standards have been addressed by multiple action items. The charts shown on the following pages indicate the percentage of actions/initiatives addressing each focus area for the Institutional Goals and Middle States Standards.

## Institutional Goals (IGs)



- 1. Student Success (20 actions/initiatives)
- 2. Community Development/Societal Improvement (8 actions/initiatives)
- 3. Access and Affordability (10 actions/initiatives)
- 4. Institutional Effectiveness (24 actions/initiatives)
- 5. Communication (18 actions/initiatives)
- 6. Diversity (10 actions/initiatives)

## Middle States Standards (MSCHE)



- I. Mission and Goals (10 actions/initiatives)
- II. Ethics and Integrity (5 actions/initiatives)
- III. Design and Delivery of the Student Learning Experience (7 actions/initiatives)
- IV. Support of the Student Experience (19 actions/initiatives)
- V. Educational Effectiveness Assessment (4 actions/initiatives)
- VI. Planning, Resources, and Institutional Improvement (20 actions/initiatives)
- VII. Governance, Leadership, and Administration (6 actions/initiatives)

Division or Campus		
Ammerman Campus	Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
	Activity/Initiative	The Campus Division of Student Affairs, specifically the Office of Career Services, commits to preparing students to meet local business needs by partnering with the Office of Workforce Development, connecting with the Department of Labor, and blending a peer mentor program into a career readiness program. We will accomplish this by inviting a community business partner once a semester to speak with our student peer mentors about transferable skills and by offering each mentor a one-on-one career counseling session with Career Service staff.
	Lead Responsibility	Assistant Dean for Student Affairs/College Director of Career Services and Assistant Director of Career Services
	Criteria for Success Including measure(s)	Due to this program being a new initiative, criteria will be based on utilization <ul style="list-style-type: none"> <li>• 75% of peer mentors will participate in career readiness workshops</li> <li>• 75% of peer mentors will participate in a counseling session with a Career Service Staff</li> </ul>
	Timeline	Fall 2021, Spring 2022
	IG(s)	1, 2
	MSCHE Standard(s)	IV
	January 2022 Update	Fall 2021: <ul style="list-style-type: none"> <li>• There were 17 peer mentors who served as Enrollment Specialists, Greeters and BSC Workers.</li> <li>• Thirteen out of the 17 peer mentors (76%) participated in a counseling session with a Career Services Staff member to discuss their future, revise a resume, and/or discuss job search strategies.</li> <li>• Three in-person trainings were held for peer mentors this Fall 2021, with 70.5% peer mentors in attendance at each training. Some peer mentors were unable to attend due to conflicts with obligations to work, family, or academic classes. The topics covered in each workshop included <i>ABC's of Employment; Diversity, Equity &amp; Inclusion; and Career Readiness.</i></li> <li>• Jillian Rollo and Micah Schlendorf from employer partner, Suffolk Federal Credit Union, facilitated the December workshop on the transition from being a student to becoming a professional, mastering hard and soft skills, and preparing for a job search and acing an interview.</li> <li>• Dates for more monthly trainings have been identified for Spring 2022, inviting another employer partner to serve as a guest speaker.</li> </ul>
	Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
	Activity/Initiative	As students return to campus, the Campus Division of Student Affairs commits to (re)engage our students by strengthening our social media presence, committing to offering both on-campus and virtual programming (inclusive of multicultural events), and providing opportunities for students to connect with college leaders.
Lead Responsibility	Associate Dean for Student Affairs, Assistant Dean for Student Affairs, Assistant Dean for Student Affairs, and the Director for Campus Activities	
Criteria for Success Including measure(s)	<ul style="list-style-type: none"> <li>• Increase Ammerman Student Affairs social media account follow-ship by 10%</li> <li>• While most programming won't happen on campus for the fall semester, ensure opportunities (following all guidelines) for students to engage with on-campus and virtual programs.</li> </ul>	

	<ul style="list-style-type: none"> <li>• To ensure students connect with campus leadership, Dr Martinez will host monthly meetings with the student government association executive team.</li> <li>• The Assistant Deans will create a program to connect directly with students.</li> <li>• Encourage the SGA to offer a virtual student town hall.</li> <li>• Partner with the College Chief Diversity Officer to ensure student leaders are JEDI trained.</li> <li>• Evaluate 2 social programs each semester to assess student satisfaction and sense of belonging.</li> </ul>
Timeline	Fall 2021, Spring 2022
IG(s)	1, 5, 6
MSCHE Standard(s)	IV
January 2022 Update	<ul style="list-style-type: none"> <li>• The Counseling Office has created an assignment for a Human Service student to work on marketing the services of the Counseling Center for the Fall 2022/Spring 2023 year.</li> <li>• Counseling created an Instagram account.</li> <li>• Counseling Center met with Drew Biondo to organize both the Instagram and Facebook accounts.</li> <li>• Counseling Center and Mental Health accounts are both monitored by the office intern. She cross promotes activities of Mental Health and Counseling.</li> <li>• Counseling Instagram account 35% increase, Facebook account increase 20%</li> <li>• Assistant Deans created the program “Café con las Tias.” Deans had a meet and greet with students. Students were served coffee and snacks and had candid conversation with the Deans. The program was held in September and December.</li> <li>• The Office of Campus Activities (OCA) Instagram Account started with a base of less than 300 followers before the fall orientation. To date there are 657 followers. Other social media outlets include event pictures sent to Drew Biondi for the college’s FB page. Events are sent to the VP of Student Affairs for email promotions. Events are sent to Dr. Rios for the Ammerman weekly newsletter.</li> <li>• The OCA produced or assisted with 70 virtual and 80 live programs in fall.</li> <li>• Dr. Martinez held two monthly meetings with the SGA following the formation of their new Executive Board in mid fall.</li> <li>• Satisfaction surveys were created for “Social Justice and the Indigenous People of America” and “Representando! Exploring Authenticity through LatinX Culture”. (Data available upon request).</li> <li>• Ammerman led the way to create a data base of first-generation college students.</li> </ul>
Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
Activity/Initiative	Quality Management Initiative for campus maintenance and project tracking
Lead Responsibility	Director of Plant Operations
Criteria for Success Including measure(s)	Institute a Quality Management System to provide CEO/Executive Dean with monthly information as to the status of the condition and improvement of the Grounds, HVAC, Carpentry, Electrical, and Automotive systems. This will include monthly interior and exterior building audits, non-conformance reporting, root cause analysis, stakeholder involvement, and risk register accountability. A metrics rating system will be developed to provide reporting of campus condition with measurable data from industry standards.
Timeline	Beginning of Spring semester 2022

IG(s)	4
MSCHE Standard(s)	VI
January 2022 Update	Interior and exterior audits and non-conformance with root cause analysis review and reporting has been implemented by the Director and reviewed weekly by the Campus CEO/Executive Dean.
Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
Activity/Initiative	<p>Working with the Science, Technology, Engineering, and Math departments, and the head librarian to create and organize an interdisciplinary STEM committee to share and educate our Ammerman campus community regarding STEM programs, scholarships, and projects/research opportunities. STEM Faculty and students will be working together to raise awareness regarding STEM fields and workforce opportunities.</p> <p>Additionally, this committee will be working with our head librarian to set up the STEM Month event at the Ammerman Campus for our students and staff.</p> <p>This committee will also work with our library staff to organize the STEM events at our campus.</p>
Lead Responsibility	Associate Dean of Academic Affairs, and STEM faculty
Criteria for Success Including measure(s)	Events and sessions with the campus community to raise the excitement and awareness of STEM fields/programs.
Timeline	<p>Fall 2021: organize, create, plan, and set goals and event calendars for STEM education.</p> <p>Spring 2022: Set up multiple sessions for the campus community. Support STEM month and week at the Ammerman campus</p>
IG(s)	1, 4, 5
MSCHE Standard(s)	I, IV, VI
January 2022 Update	<p>The Fall 2021 timeline actions were accomplished:                      The interdisciplinary STEM committee was formed with Chairs and Faculty from STEM programs, met multiple times in Fall 2021, discussed the goals and action plans. To raise the student’s awareness, a large (wall to wall) display of STEM projects and careers posters was put together with the assistance of Physical Science, Computer Science, and Engineering Chairs and their faculty members. The display is placed in the Ammerman building where student traffic is high during the registration period. This display will be moved to the library for STEM week in Spring 2022. Another large cloth STEM poster was nicely framed by our plant operations staff; we have sent it to the library for a permanent display on the second floor. To raise staff awareness, we reached out to our counselling administrators to schedule an educational meeting with our STEM department advisors for the February Chair’s meeting in Spring 2022.</p> <p>For Spring 2022:                      AAMC is being considered as a general STEM information hub for our students during office hours, 9-5. The next step is to wait for the AAMC move so we can configure an area for STEM facts/display/general information. Finalizing March library STEM event will be our next discussion in the next meeting.</p>
Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
Activity/Initiative	Develop a collection development plan and an online finding aid for the Long Island Room and Archive collection.
Lead Responsibility	Dana Antonucci-Durgan, Interim Head Librarian, Huntington Library

Criteria for Success Including measure(s)	A completed collection development plan that incorporates criteria for inclusion of material in the LI Room collection and archive. Creation of an online finding aid to provide campus and College community with access to materials that support curriculum.
Timeline	Spring 2022
IG(s)	1, 2, 5
MSCHE Standard(s)	IV
January 2022 Update	A finding aid was created during the Fall 2021 semester detailing all of the print content in the LI Room Archive collection. An online <a href="#">LibGuide</a> has been developed to include the finding aid and the collection development policy for the collection. The collection development policy is still being revised.
Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
Activity/Initiative	Through the Community Through Creativity initiative, promote develop, collaborate, and implement creative campus engagement programs designed to facilitate a lived sense of community connection, safety, belonging, and inspiration. Utilizing a multidisciplinary approach (primarily, but not only, focused in the arts), the committee aims to create situations, projects, and environments where the diverse and connected realities of students are showcased through collaborative artistic productions.
Lead Responsibility	Chair of the committee and Mental Health Counselor
Criteria for Success Including measure(s)	<p>What we can measure objectively:</p> <ul style="list-style-type: none"> <li>• student presence &amp; interaction</li> <li>• products &amp; productions</li> <li>• physical changes to the campus</li> <li>• feedback</li> </ul> <p>What we can observe subjectively:</p> <ul style="list-style-type: none"> <li>• sense of community/empowerment/safety</li> <li>• sharing/building/inspiring (dynamic exchange)</li> <li>• interrelatedness</li> <li>• shift in the environment</li> <li>• feedback from the community</li> </ul>
Timeline	Fall 2021: Meet with committee and develop mission and goals, and generate awareness on campus. Spring 2022: Have an active presence of these creative spaces on campus.
IG(s)	1, 2, 5
MSCHE Standard(s)	I, IV
January 2022 Update	The committee has met several times through the semester and brainstormed ideas for Spring implementation. Our goal is to beautify the campus with a trash can painting event; yarn bombing campus trees; a commemorative mural at the end of the semester on a select building; and other events and workshops (music and dance, digital art, free-writing, etc.). In December, the Music department initiated a flash mob singing event as one of the first action items in this initiative. The collaboration is multi-disciplinary and includes academic and student affairs, as well as the CSJHU and Plant Operations.
Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
Activity/Initiative	Develop a culture of performance assessment and professional development campus-wide



	Lead Responsibility	Dr. Irene Rios, Interim Campus CEO/Executive Dean
	Criteria for Success Including measure(s)	Performance evaluations completed in a timely fashion, annually.
	Timeline	Fall 2021 – Summer 2022
	IG(s)	4, 5
	MSCHE Standard(s)	VI, VII
	January 2022 Update	Annual staff performance evaluations are underway.
	Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
	Activity/Initiative	Design plans and initiative to open a one-stop advising center, incorporating AAMC and Counseling. Move toward a more integrated student advising support experience at Ammerman to build relationships between students and advisors, crucial to student’s success.
	Lead Responsibility	Interim Campus CEO/Executive Dean with campus cabinet leaders
	Criteria for Success Including measure(s)	Increase in semester-to-semester and fall-to-fall retention rates for the campus.
	Timeline	Spring 2022
	IG(s)	1, 4
	MSCHE Standard(s)	IV, VI
	January 2022 Update	Conceptual plans have been developed for reimagining the emerging new space in the library for tutoring centers (math and writing) and the foyer of the Ammerman Building for support of a one-stop concept. A proposal is under development with financial details for submission to the College’s Capital Projects.
Eastern Campus	Responsible Executive	Dr. Mary Reese, Interim Executive Dean
	Activity/Initiative	Highlight library collections that focus on diversity, equity, and inclusion.
	Lead Responsibility	Learning Resource Center: Dana Antonucci-Durgan, Head Librarian
	Criteria for Success Including measure(s)	Create a library guide that highlights how faculty and students can locate library material by diverse authors and/or on topics associated with diversity, equity, and inclusion. Create and add a diversity, equity, and inclusion statement into the collection development policy to guide Eastern campus library purchases.
	Timeline	Completion by July 2022
	IG(s)	6
	MSCHE Standard(s)	II
	January 2022 Update	The library has started to draft a DEI statement for collection development. The following are components of the draft that have been used during the Fall 2021 semester to purchase material. Use technology and online community content to aid in discovery of DEI content: <ul style="list-style-type: none"> <li>• The librarians have been using the DEI content lists and search criteria in our online book vendor’s system to purchase DEI content.</li> <li>• Working from DEI lists from major book publishers, material from a diverse selection of authors have been added to the collection.</li> <li>• Selection of material using the Cite Black Authors database to include material authored by diverse authors.</li> <li>• Develop list of material about DEI or by diverse authors:</li> </ul>

	<ul style="list-style-type: none"> <li>Developed a LibGuide to celebrate Native American Heritage Month which included lists of books held both in print and online by indigenous authors. The guide also includes links to online photo exhibits and the Native Cinema Showcase of free streaming videos.</li> </ul>
Responsible Executive	Dr. Mary Reese, Interim Executive Dean
Activity/Initiative	Assess the transition of Disability Testing from Academic Affairs to Student Affairs
Lead Responsibility	Student Affairs: Theresa Dereme, Assistant Dean for Student Affairs
Criteria for Success Including measure(s)	In Fall 2021, Disability Testing was moved from the Academic Skills (Support) Center to Student Affairs, aligning the college’s service delivery model and improve access between student testing service and counseling. Communication between classroom faculty and students and staff within the new testing center is critical to ensuring ease of access of service for both students and faculty. To this end, faculty will be surveyed on their baseline understanding of how to refer students to disability testing services. Post-semester survey of faculty will investigate the strength of the communication. In addition, utilization of the Center will begin and will be measured against Fall 2019 rates in proportion to enrollment data both in Fall 2019 and Fall 2021.
Timeline	October 2021: Survey of baseline knowledge of faculty on how to refer and support student utilization December 2021: Post semester analysis of communication and ease of referral from faculty perspective February 2021: Survey of baseline knowledge of faculty on how to refer and support student utilization June 2021: Post semester analysis of communication and ease of referral from faculty perspective
IG(s)	1, 5
MSCHE Standard(s)	III, IV
January 2022 Update	A meeting between AVP Munsch, Dean Dereme, and Dean Reese was facilitated and a rough draft survey was developed. Full survey execution was not realized. No survey was facilitated for Fall 2021 but survey will take place in Spring 2022. A post semester survey was developed and distributed and the survey return deadline is February 4, 2022. Analysis is currently underway.
Responsible Executive	Dr. Mary Reese, Interim Executive Dean
Activity/Initiative	Academic Affairs: Academic Support Mentoring and Retention Initiative Implementation Plan: Study Hour (STH)
Lead Responsibility	Dr. Pina Arcomano Britton, Assistant Dean of Academic Affairs
Criteria for Success Including measure(s)	Fall 2021 the STH initiative was adopted from the Grant Campus and incorporated into the Academic Support Center (ASC). The semester long STH sessions are offered to probationary, readmitted dismissal, and financial appeal continuing students. The zero credit/zero cost STH sessions meet weekly both remotely and in-person for one hour and fifteen minutes for the entire semester. The sessions are designed to assist students to identify ways to overcome obstacles that impede their academic success and permits them to reach their fullest academic potential by improving their academic standing. Criteria for assessment will be evaluated by: <ul style="list-style-type: none"> <li>Student attendance</li> <li>Increase in student cumulative grade point average, semester grade point average, and attempted credits against passed credit hours</li> <li>Continued volunteered participation in the STH sessions for the Spring 2022</li> <li>Continuation toward a degree</li> </ul>

		<ul style="list-style-type: none"> <li>Apply findings from Fall to Spring 2022 and evaluate success in Spring 2022 comprehensively.</li> </ul>
	Timeline	<ol style="list-style-type: none"> <li>September 2021: Established initial cohort</li> <li>January 2022: Analyze Fall 2021 student performance based on variables noted above.</li> <li>January 2022: Identify students for Cohort 2</li> <li>February 2022: Establish Cohort 2</li> <li>May 2022: Analyze Spring 2022 student performance based on variables noted above.</li> </ol>
	IG(s)	1, 3, 4
	MSCHE Standard(s)	III, IV
	January 2022 Update	<p><b>Initial STH Cohort/Fall 2021 Semester:</b> The Eastern Campus offered three (3) remote/real time sessions and four (4) on-campus weekly STH sessions for the entire semester.</p> <p><b>Student Attendance:</b> The Fall 2021 semester STH initiative enrolled 49 academically at-risk students. Of the 49 enrolled students, 33 students continued to attend three (3) or more sessions.</p> <p><b>Students Cumulative Grade Point Average (GPA):</b> The average change for the 33 students' cumulative GPA showed an increase of 0.66, or 61.68%, compared to the Cumulative GPA of 8/30/2021.</p> <p><b>Semester Grade Point Average:</b> The average change for the 33 students' semester GPA showed an increase of 1.61, or 176.92%, compared to the previous semester.</p> <p><b>Attempted Credits vs. Passed Credit Hours:</b> The average percent of classes passed among the 33 students is 74.27% of their attempted classes in Fall 2021. <i>Note:</i> Three (3) of the 33 students have incompletes that need to be satisfied.</p> <p><b>Continued Volunteered Participation in the STH Sessions for Spring 2022:</b> Twenty-three (23) of the 33 Fall semester students are enrolled for the Spring 2022 semester.</p> <p><b>Cohort 2/Spring 2022 Semester:</b> The Eastern campus is offering (3) remote/real time sessions and five (5) on-campus weekly STH sessions for the entire semester. Fifty-seven (57) students are enrolled.</p>
Michael J. Grant Campus	Responsible Executive	Dr. Donna Ciampa, Interim Executive Dean
	Activity/Initiative	Design and implement an Academic Retention Initiative for at-risk students.
	Lead Responsibility	Associate Deans for Academic Affairs and Chairpersons
	Criteria for Success Including measure(s)	<ol style="list-style-type: none"> <li>Determine data benchmarks of underserved student populations with regard to retention, GPA, as they relate to the use of current student support services (AAMC, STH, ATC, LRC)</li> <li>Design and implement a clear retention plan for at-risk students by engaging academic faculty, chairpersons, and associate deans</li> <li>Continuous implementation of retention plan, and ongoing monthly review of metrics throughout the semester as to identified at-risk student usage of academic support services (AAMC, STH, ATC, LRC)</li> <li>Provide academic intervention to students as needed</li> </ol>
	Timeline	<ol style="list-style-type: none"> <li>By January 2022</li> <li>By May 2022</li> <li>Beginning September 2022, and continuing monthly, October, November, December</li> <li>Beginning September 2022 and continuing monthly, October, November, December</li> </ol>
	IG(s)	1, 4
	MSCHE Standard(s)	I, III, IV

January 2022 Update	<ol style="list-style-type: none"> <li>1. Waiting for data from OPIE to determine benchmarks. Request made November 30, 2021 to H. Wittmann specific to STH.</li> <li>2. Chairperson communication plan designed and begun for students with majors</li> </ol>
Responsible Executive	Dr. Donna Ciampa, Interim Executive Dean
Activity/Initiative	Streamline Students Affairs functionality for improved student service Combine the Counseling and Career and Transfer Centers into a single department to facilitate more holistic, effective, and equitable service delivery to students, while integrating transactional offices into one location for ease of student processing.
Lead Responsibility	Assistant Dean of Enrollment Services, Assistant Dean of Counseling, and Associate Dean of Student Services
Criteria for Success Including measure(s)	<ol style="list-style-type: none"> <li>1. Begin cross training counseling staff in admissions processes, guided pathways discernment, and career exploration.</li> <li>2. Offer improved transactional functions in each of the separate transactional offices. (Financial Aid/Registrar/Cashier)</li> </ol>
Timeline	<ol style="list-style-type: none"> <li>1. By June 2022</li> <li>2. By June 2022</li> </ol>
IG(s)	1, 2, 3, 4, 6
MSCHE Standard(s)	III, IV
January 2022 Update	<p>Began scheduling education sessions for all Student Affairs staff. Each department will have a turn educating the Division’s Counselors, PAs and support staff about the process and function of their department. The education sessions will begin with a virtual group orientation to the department via TEAMS; then individual meetings with the department’s counselors, PAs and support staff to experience the process first-hand.</p> <p>The first department to facilitate an education session will be <b>Admissions</b>. TEAMS orientation dates are:</p> <ul style="list-style-type: none"> <li>• <b>Counselors, PAs, and Administrators:</b> January 4th or 11th at 2:00 p.m. or January 19th or 26th at 10:00 a.m. Staff will be asked to choose <b>one</b> (1) day and time to attend with either counselor.</li> <li>• <b>AME:</b> January 5th or 11th at 2:30 p.m. AME staff will be asked to choose <b>one</b> (1) of these dates.</li> <li>• Instructions for scheduling the individual departmental observation will be given after the orientation.</li> </ul>
Responsible Executive	Dr. Donna Ciampa, Interim Executive Dean
Activity/Initiative	Implement a facilities/infrastructure plan for campus building upgrades and repairs.
Lead Responsibility	Director and Assistant Directors for Facilities and Plant Operations
Criteria for Success Including measure(s)	Review buildings on campus and assess for needed areas of upgrade, repairs, and repurposing for student use. Focus on vacant spaces for re-purposing (South Cottage; rooms in Paumanok Hall; rooms in Nesconset Hall; rooms in Sagtikos). Focus on structural repairs for worn buildings (South Cottage, Nesconset Hall)
Timeline	Beginning Fall 2021. These facilities/infrastructure repairs and revisions will be ongoing and systematic based on student use and programmatic need.
IG(s)	4
MSCHE Standard(s)	I, III, IV, VI
January 2022 Update	<p>Nesconset:</p> <ul style="list-style-type: none"> <li>• Rooms and doors are in the process of being painted</li> </ul>

		<ul style="list-style-type: none"> <li>• Ceiling tiles are being replaces as needed</li> <li>• Wall guards on order, to be installed</li> <li>• Window repairs on-going, waiting for hardware</li> </ul> <p>SFCUA:</p> <ul style="list-style-type: none"> <li>• LED Lighting inside completed</li> </ul> <p>Sagtikos - Blackbox Theatre:</p> <ul style="list-style-type: none"> <li>• Wood floor is in SAG 100</li> <li>• Risers are being installed</li> <li>• Painted</li> <li>• Dressing rooms are in progress</li> </ul> <p>South Cottage Renovation:</p> <ul style="list-style-type: none"> <li>• Pipes burst weekend of January 14. All radiators need replacement. Water damage to first floor ceilings and walls</li> </ul> <p>Health and Wellness Capital Project Request is submitted and waiting approval to seek funding</p>
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Academic Affairs	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Develop an introductory Spanish course for culinary workers in Catholic Health Services LI (CHSLI) to further expand community partnerships
	Lead Responsibility	Assistant Dean of Continuing Education
	Criteria for Success Including measure(s)	Successful development of the course so that it will be ready for implementation in Spring 2022
	Timeline	January 2022
	IG(s)	1, 2, 3, 6
	MSCHE Standard(s)	III, IV
	January 2022 Update	Course Developed
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Development and delivery of faculty professional development in the use of the Brightspace to support faculty usage of the LMS in teaching and learning
	Lead Responsibility	Assistant Dean of Distance Education
	Criteria for Success Including measure(s)	70% of permanently certified faculty (271 faculty) will complete Brightspace professional development by the institutional LMS adoption date  50% of Quality by Design (QbD) provisionally certified faculty (39 faculty) will complete Brightspace professional development by the institutional LMS adoption date
	Timeline	If current Blackboard contract is extended by SUNY: Fall 2023; If current Blackboard contract is not extended by SUNY: Fall 2022

	IG(s)	1, 3, 4
	MSCHE Standard(s)	III, IV, V
	January 2022 Update	Confirmation received from SUNY for participation in cohort 1; SUNY Implementation Work Group to provide faculty and student training and augmented by CIP. Next implementation meeting scheduled for 1/12. Faculty professional development will be available asynchronously, self-directed and guided. Student training will be available asynchronously. Brightspace Ambassadors kick-off meeting conducted in December — all provided with a sandbox environment. This group will provide support to faculty and functional areas by campus.
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Continue to improve access for students by reducing or removing unnecessary academic admission barriers
	Lead Responsibility	Associate Dean for Curriculum Development
	Criteria for Success Including measure(s)	Reduce or remove academic admission requirements from at least seven programs during the 2021-2022 academic year
	Timeline	August 2022
	IG(s)	1, 3, 5
	MSCHE Standard(s)	I, IV, V
	January 2022 Update	Academic admission requirements from six programs have been removed starting Spring 2022.
Business & Financial Affairs	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	Develop a robust and efficient business continuity plan for the business and finance office. This is a critical factor that will allow the department to continue to function during times of emergencies.
	Lead Responsibility	VP Business & Financial Affairs
	Criteria for Success Including measure(s)	Complete the written plan that started in 2020-2021
	Timeline	Summer 2022
	IG(s)	4
	MSCHE Standard(s)	VI, VII
	January 2022 Update	In progress and estimated timeline is still realistic.
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	In collaboration with ITS, right align employees' cost with budget reporting structure. This will allow for proper financial analysis of labor costs.
	Lead Responsibility	VP Business & Financial Affairs
	Criteria for Success Including measure(s)	Better analysis of labor costs by budget managers based on direct and indirect reports. This is a rollover as this project did not get started because of lack of resources.
	Timeline	Summer 2022
	IG(s)	4
	MSCHE Standard(s)	VI, VII
January 2022 Update	This project has been delayed due to resource issues from IT. Working to jump-start project.	
	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. This is a roll-over from last year.
	Lead Responsibility	Associate Dean of Financial Affairs
	Criteria for Success Including measure(s)	Complete the written policy.
	Timeline	Spring 2022
	IG(s)	1, 3, 4
	MSCHE Standard(s)	I, IV, VI
	January 2022 Update	Completed and implemented.
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	The Office of Business and Financial Affairs will lead the effort, and in collaboration with IT, the Campus Business Offices, and Registration, introduce a third-party tuition payment plan system that will increase payment options for students, while reducing the overall processing costs for students. Additionally, the focus is on reducing student A/R and the number of accounts going to collection.
	Lead Responsibility	Associate Dean of Financial Affairs
	Criteria for Success Including measure(s)	The implementation of a more efficient tuition payment plan system that will be available for Spring 2022 registration, with an estimated AR reduction of 10% for Spring 2022 and thereafter. We expect to go live early November. This project is a rollover from the prior year and is near completion.
	Timeline	Fall 2021-Spring 2022
	IG(s)	1, 3, 4
	MSCHE Standard(s)	I, IV, VII
	January 2022 Update	Implementation completed and the process is underway. Looking to add more features to the agreement.
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	Implement Bidnet, an electronic bidding system that increases visibility of the College's bids as well as competition among potential bidders. This system will also increase our ability to electronically track multiple activities and add transparency to the bidding process. This system is free of charge to the College.
	Lead Responsibility	Administrative Director of Business Affairs
	Criteria for Success Including measure(s)	The implementation of an electronic bidding system will be rolled out by December 2021.
	Timeline	December 2021
	IG(s)	4
	MSCHE Standard(s)	VI, VII
	January 2022 Update	Expected completion in February 2022. Technical issues with single-sign on delayed project completion.
Information Technology Services	Responsible Executive	VP for IT/CIO
	Activity/Initiative	In collaboration with Human Resources work to advertise, conduct a search for and hire individuals to fill four (4) existing positions within the department to meet the increasingly digital demands of the institution.
	Lead Responsibility	VP for IT/CIO and AVP, Human Resources
	Criteria for Success	Fill four existing vacancies

Including measure(s)	
Timeline	Q1: Fill one existing vacancy Q2: Fill one existing vacancy Q3: Fill one existing vacancy Q4: Fill one existing vacancy
IG(s)	4, 5, 6
MSCHE Standard(s)	VI
January 2022 Update	Unfortunately, the team has been extremely consumed handling the technology requirements throughout this pandemic that we have not had the time to interview candidates for the current positions posted.
Responsible Executive	VP for IT/CIO
Activity/Initiative	Reduce Data Center footprint by migrating local digital resources to already implemented Cloud space
Lead Responsibility	Infrastructure/Desktop Support
Criteria for Success	Migrate 33% personal documents to one drive.
Including measure(s)	Migrate 33% share drives to SharePoint
Timeline	Three-year commitment. Year 1: Q1: Initiate conversation, brainstorm, start drafting project plan Q2: Develop Project Plan Q3: Execute, phase 1 (Control and monitor. Fine-tune as needed) Q4: Execute, phase 2 (Control and monitor. Fine-tune as needed)
IG(s)	4, 5
MSCHE Standard(s)	VI
January 2022 Update	Unfortunately, the team has been extremely consumed handling the technology requirements throughout this pandemic that we have not had an opportunity to discuss this need.
Responsible Executive	VP for IT/CIO
Activity/Initiative	Improve/Modernize our VoIP and Wireless environments with a comprehensive unified communications suite
Lead Responsibility	Infrastructure
Criteria for Success	Develop an executable project plan and allocate funding and resources for implementation
Including measure(s)	
Timeline	Two-year commitment. Year 1: Q1: Assess current environments Q2: Develop a project plan and secure funding Q3: Develop a project plan and secure funding Q4: Start implementation
IG(s)	4, 5
MSCHE Standard(s)	VI
January 2022 Update	Unfortunately, the team has been extremely consumed handling the technology requirements throughout this pandemic that we have not had an opportunity to discuss this need.



Institutional Advancement	Responsible Executive	VP Institutional Advancement/Associate Dean for Sponsored Programs
	Activity/Initiative	<p>Develop the final two years of the college’s four-year Perkins V proposal to NYSED and submit the third year’s proposal.</p> <p><b>Fall 2021:</b> Convene the Perkins Local Advisory Council (LAC); Meet with VP AA and at least one of three campus executive deans to develop Goals plan; Meet with at least one of Continuing Ed (CE) and the Workforce Training Center (WTC) to develop Goal plan; Begin data collection effort for the required biennial Comprehensive Local Needs Assessment (CLNA);</p> <p><b>Spring 2022:</b> Meet with other two campus deans and CE/WTC; meet with each Goal 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. Complete and submit CLNA to NYSED.</p> <p><b>Summer 2022:</b> Complete and submit proposal.</p>
	Lead Responsibility	Associate Dean for Sponsored Programs/Assistant Dean for Grants Development
	Criteria for Success Including measure(s)	Complete a CLNA and a plan for five goals across the college and submit a complete and compliant CLNA and proposal to NYSED
	Timeline	September 1 – August 31
	IG(s)	1, 2, 3, 4, 5, 6
	MSCHE Standard(s)	IV, V, VI
	January 2022 Update	<p>Convened the Perkins Local Advisory Council (LAC) meeting on 11/23/2021 chaired by Lauren Tacke-Cushing, VP for Academic Affairs. The meeting focused on progress on 2021 Perkins goals, future Perkins goals, and upcoming Comprehensive Local Needs Assessment (CLNA) data collection.</p> <p>Met with Arlene Jackson and Andrea Dunkirk, Continuing Ed (CE), to develop goal plans for the Pharmacy Technician and Surgical Technologist Programs and investigate future CE program funding opportunities, including funding for the Ophthalmic Technician Program.</p> <p>Met with James Leopard and Matt Gannotta, Workforce Training Center (WTC), to develop goal plans that support the Heating, Ventilation, Air Conditioning Program that will integrate support for the Perkins grant with the Johnson Controls grant. Will meet with campus executive deans in the spring to discuss campus priorities and Perkins goals.</p> <p>Began data collection effort for the required biennial Comprehensive Local Needs Assessment (CLNA). Conducted analysis of the local/regional industry and labor market data relevant to all college CTE programs using the NYS 2018-28 Long-Term Industry Employment Projections and Long-Term Occupational Employment Projections for significant industries on Long Island. Completed performance indicators assessment data request for students in Perkins special populations.</p>

		<p>Updated industry and community surveys and worked with the Office of Institutional Effectiveness to integrate industry, K-12, and community strategic plan focus group responses with the Perkins grant survey responses in Spring 2022.</p> <p>Initiated an IT project through the ticketing process and obtained VPAT and security compliance clearance working with IT and the vendor. Issued PO and received necessary graduate data from IE. IE assumed responsibility for transferring data to the vendor. Currently awaiting data transfer and return, which is expected early during the Spring semester, hopefully in time for the February data upload to NYSED.</p>
Responsible Executive		VP Institutional Advancement/Associate Dean for Institutional Advancement
Activity/Initiative		Working with Cox Media Group, collaborate with the Office of Planning and Institutional Effectiveness to conduct a custom research study targeting select external audiences to gauge the impact of the college’s marketing, assess the perception of the college brand, and compare results with the impact and awareness study conducted for the Office of Institutional Advancement in 2015.
Lead Responsibility		Associate Dean for Institutional Advancement
Criteria for Success Including measure(s)		Develop the study by January 2022. Conduct and complete the research by June 2022. Utilize the research results to target creative content and media strategy development for the 2022-2023 academic year.
Timeline		November 1 – June 31
IG(s)		4, 5, 6
MSCHE Standard(s)		I, II, VI
January 2022 Update		In the fourth quarter of 2021, the Offices of Institutional Advancement and Planning and Institutional Effectiveness (OPIE) developed a series of questions to provide to the researchers at Cox Media Group (CMG) with the intent of conducting a brand perception study in the first half of 2022. In January 2022, these questions were refined and a draft of the questionnaire is being developed. This questionnaire will then be shared with Dr. Bonahue for his input and approval. Once approved, CMG will launch the study using independent panels of individuals (ages 16+) within Suffolk County and Western Nassau County. The study will gauge the impact of the college’s marketing, assess the perception of the college brand, and compare results with the impact and awareness study conducted by (OPIE) for the Office of Institutional Advancement in 2015. Ultimately, the answers will also help guide us in the development of prudent media and marketing strategies moving forward.
Legal Affairs	Responsible Executive	Chief Diversity Officer
	Activity/Initiative	Ensure implementation and prioritization of College-wide and campus goals related to the expansion of diversity, equity, and inclusion practices including reviewing, revising, and providing comprehensive professional development for faculty and staff related to equity and inclusion.
	Lead Responsibility	Chief Diversity Officer and Chief of Staff (co-chairs of the College Diversity Council) Executive Deans, VP Academic Affairs, VP Student Affairs, Associate Directors of Multicultural Affairs, Director of Center for Social Justice, Affirmative Action Officer, AVP of Employee Resource, Black and African American Student Success Task Force members
	Criteria for Success Including measure(s)	Provide quarterly programs across the college that have diversity, equity, and inclusion learning objectives that include target audiences of faculty, staff and students
	Timeline	Fall 2021 and Spring 2022

	IG(s)	1, 2, 3, 5, 6
	MSCHE Standard(s)	I, II, IV, VI
	January 2022 Update	<p>The work of several task forces continue to have a positive impact on increasing the College climate of inclusion and providing resources to students, faculty and staff including:</p> <p>The Black and African American Student Success Task force held a meet and greet, information and introduction session for students in the <i>“Rising Black Scholars”</i> program on November 3, 2021. The program was designed to engage Black students and introduce them to college staff, faculty, and administrators, inform them of internal and external support systems, and provide tools to navigate their college experience.</p> <p>The LGBTQ+ task force continued its important work and completed a number of educational and inspiring programs which included:</p> <ul style="list-style-type: none"> <li>o <i>“Braver Spaces”</i> training for SCCC employees, creating an opportunity to learn how to create a climate of inclusion for members of the LGBTQ+ community and be a resource person and-ally on November 5 &amp; 12, and December 3 &amp; 17, 2021</li> <li>o <i>“LGBTQ+ Ally training”</i> for Grant campus student affairs employees on December 7, 2021, providing specific guidance for enhancing student services</li> <li>o Lecture and presentation by journalist and author Sasha Issenberg on <i>“The History of Same-Sex Marriage in the United States”</i> on December 12, 2021.</li> </ul> <p>The Office of Multicultural Affairs continued its work in the following areas:</p> <ul style="list-style-type: none"> <li>o The <i>Student African American Sisterhood initiative (SASS)</i> continued in Fall 2021 to provide ongoing mentoring and development as a part of the College’s student retention, support, and fostering a positive climate priority. An interactive program was held on December 15, to engage the mentees and mentors and graduating mentees served as role models for incoming SAAS participants</li> <li>o A wide array of programming was sponsored for Latinx/Hispanic Heritage Month in September and October 2021 (<a href="https://sway.office.com/oCqSVPIY5uHwfBoX?ref=Link">https://sway.office.com/oCqSVPIY5uHwfBoX?ref=Link</a>) including <i>“John Quinones’ Inspiring Journey”</i> on 10/5; <i>“Who Am I”</i> series; <i>“Representando – Exploring and Celebrating Authenticity Through Latinx Culture”</i>; and <i>“My People, My Power: Celebrating Latinx Heritage”</i>; among others</li> <li>o An event in honor of First-Generation students was held on November 8, to invite students to self-identify and receive support</li> <li>o <i>“A Journey for Hope for Haitian Migrants”</i> was hosted on November 16, a program to educate students on the migrant crisis, its origins and impact, provide reflection, poetry, and testimonials from alumni; the program was followed up with donations toward relief efforts</li> </ul> <p>The <i>Take Back the Night</i> committee has scheduled the fifth annual walk in March 2022 and has hosted-several supporting programs and engagement projects in Fall 2021 leading up to the walk. This effort provides external and internal resources and support related to sexual violence prevention through the sharing of</p>

		<p>personal testimonials and building awareness. These activities are a critical resource to students, given the rise in sexual and domestic violence cases due to the pandemic, and included:</p> <ul style="list-style-type: none"> <li>o <i>October 2021 “Trunk or Treat”</i> event at the Grant campus</li> <li>o <i>December 1, 2021</i> virtual panel discussion – <i>“Beyond Physical Abuse: A conversation on Domestic Violence”</i> – a presentation and question and answer session to explain the broad spectrum of sexual violence including mental and financial abuse. Panelists from local sexual and domestic violence advocacy organizations throughout Suffolk County and the SCCC AAO shared information on their services and programs</li> <li>o <i>December 8, 2021</i> Engagement project event – <i>Butterflies, Lanterns &amp; Rocks</i>, providing encouragement and motivation to survivors</li> </ul> <p>The JEDI Institute aims to help SCCC employees develop specific, concrete ways to make work and academic spaces more just, equitable, diverse, and inclusive for students. The institute provides the time, support and resources for each participant to reflect on and develop individual plans for how they can make their work in 2021-22 more “JEDI.” (<a href="http://fascc.org/jedi-institute">fascc.org/jedi-institute</a>) The program, organized in conjunction with the Faculty Association, held several virtual programs throughout Fall 2021:</p> <ul style="list-style-type: none"> <li>o <i>“Entering The Apprenticeship”</i> workshop on September 24, which introduced concepts, defined equity and outlined the institute’s principles in order to best incorporate justice, equity, diversity, and inclusion within their offices and classrooms</li> <li>o Professional Development Day session on October 12 – <i>“Hot moments: The Basics of Responding to Tricky Conversations in the Classroom”</i> – part one and part two on October 22 – to share best practices, strategies, and guidelines for responding to potentially difficult dialogues, include all voices and respond to different perspectives in the classroom</li> <li>o Student Affairs – <i>“You Belong Here”</i> programming on inclusion during the college activities day on September 29, with a student and faculty/staff video produced as a tool to promote inclusion and what it means to belong at SCCC</li> <li>o The structured dialogue series entitled <i>“Journey to Allyship-Equity into Action”</i> included a second virtual book discussion of <i>“Why are All the Black Kids Sitting Together in the Cafeteria? And Other Conversations About Race”</i> by Beverly Daniel Tatum on November 19, 2021. The discussion addressed equity, race, bias, integration of lived cultural experiences, and its application to participant’s roles at the college</li> <li>o <i>“Re-engaging for Spring 2022”</i> winter workshop on January 7, 2022 featured faculty panelists from across the college who shared examples, activities and best practices that they have implemented within their course content, syllabi, student engagement, and classroom management. The faculty practices and projects included a broad range from disciplines within Mathematics, Science, English, Communications, Social Science and the Humanities.</li> </ul>
	Responsible Executive	General Counsel / Deputy General Counsel
	Activity/Initiative	Update College policies and procedures and assure prompt and effective responses to compliance reviews and regulatory and policy requirements (for example those related to: NY State Education Department civil rights audits, the U.S. Department of Education Final Rule governing Title IX, Accessibility and Disability/ADA and

	SUNY policies including COVID-19 prevention and enforcement policies, PRODiG and the hiring and recruitment process, discrimination complaint procedures.)
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 Board of Trustees’ and administrative policies and procedures reviewed, developed, revised, adopted, communicated, and disseminated to Cabinet, executive staff, 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 2021 and Spring 2022
IG(s)	1, 4, 5, 6
MSCHE Standard(s)	II, VI, VII
January 2022 Update	<p><b>Policy Amendments and / or Implementation:</b></p> <ul style="list-style-type: none"> <li>• Amended the Facilities Use Policy to permit reduced health club fees for active military and veterans</li> <li>• Amended the Presidential Evaluation Policy to enhance and streamline the presidential review process</li> <li>• Conducted negotiations with Suffolk Federal Credit Union (SFCU) and amended the Naming Rights Agreement authorized pursuant to the Policy on Naming Opportunities</li> <li>• Amended the Policy on Naming Opportunities to permit naming of non-physical assets of the College, such as academic programs</li> <li>• As per the Facilities Use Policy and in support of Suffolk County residents, negotiated license agreements for youth sports camps to be conducted on all College campuses in Summer 2022</li> </ul> <p><b>To Support Student Success:</b></p> <ul style="list-style-type: none"> <li>• Continued preparation and issuance of MOUs with external sites available for student cooperative learning/clinical placement, in collaboration with AVP of Academic Affairs and College academic departments</li> <li>• Negotiated and drafted a Memorandum of Agreement with the Suffolk County Department of Social Services to provide on-campus services and resources to students in need of public benefits</li> </ul> <p><b>To Support Institutional Effectiveness:</b></p> <ul style="list-style-type: none"> <li>• Continued collaboration with the Office of Grants Development and the Office of Business and Financial Affairs in the preparation of BOT resolutions authorizing acceptance of grant funds</li> <li>• Continued collaboration with the Suffolk Community College Foundation and preparation of BOT resolutions authorizing acceptance of donations for the benefit of the College and its programs</li> <li>• Awarded a contract for the construction of a Plant Operations Building on the Michael J. Grant Campus</li> <li>• Collaborated with the Office of Central Facilities to ensure completion of renovations to Kreiling Hall and removal of temporary Nursing Office trailer from the Ammerman Campus</li> <li>• Continued collaboration with external stakeholders on the proposal to provide an off-shore wind energy training program</li> </ul> <p><b>On-going responses to the COVID-19 pandemic:</b></p> <ul style="list-style-type: none"> <li>• Continued work with the Safe Start Task Force</li> </ul>

		<ul style="list-style-type: none"> <li>• CARES Act (Higher Education Emergency Relief Fund – HEERF I) / CRRSAA (HEERF II) compliance continues (including student emergency financial aid grants, institutional portion funds, documentation of fund use/reimbursement in accordance with USDOE and SUNY guidelines and required quarterly and annual reporting to USDOE).</li> <li>• Drafting and reviewing periodic updates to the College’s COVID-19 Reopening Plan, protocols, and communications in accordance with NYS, CDC, and SUNY directives for Fall 2021 and Spring 2022 and collaborating with Central and Campus leadership in development and implementation of same, including:             <ul style="list-style-type: none"> <li>– Elimination of employee Daily Health Screening requirement</li> <li>– Fall 2021 semester guidance for Students, Faculty and Staff, including mandatory student COVID vaccination requirement</li> <li>– Requirements regarding submission of vaccination documents for employees and students</li> <li>– Response letters to student applications for religious or medical exemption to COVID vaccination requirement</li> </ul> </li> <li>• In cooperation with the Procurement Office, solicited proposals from vendors to provide on-campus COVID testing; drafted contract with selected vendor; implemented and communicated new testing procedures College-wide</li> <li>• Ensuring remote and face-to-face meetings of the College Board of Trustees are properly noticed and conducted in compliance with NYS Open Meetings Law</li> <li>• Drafted COVID language for College contracts, license agreements, and MOUs to ensure compliance with CDC, NYS, and local health department requirements</li> </ul> <p><b>Compliance:</b></p> <ul style="list-style-type: none"> <li>• In collaboration with the Central Facilities Office, and as per the Civil Rights Compliance Review, prepared updates to the College’s Voluntary Compliance Plan to be submitted to the NYSED Office for Civil Rights in January / February 2022</li> </ul>
<p>Planning and Institutional Effectiveness</p>	<p>Responsible Executive</p> <p>Activity/Initiative</p> <p>Lead Responsibility</p> <p>Criteria for Success Including measure(s)</p>	<p>Interim Vice President</p> <p>In collaboration with the Strategic Planning Council (SPC), President Bonahue and Prof. Theodore Koukounas (SPC co-chairperson), work to guide the College community in the completion and implementation of its 2022-2027 Strategic Plan.</p> <p>SPC with facilitation from OPIE and President Bonahue, and communication from the VP, Institutional Advancement</p> <p>October 2021 through January 2021: further engage internal and external stakeholders in the Strategic Planning process through calls to conversation, town hall meetings, focus groups and surveys, etc. In addition, IG and Values subcommittee and Focus Group and Survey subcommittees will continue to review existing data, including existing draft documents.            February 2021: Analyze new data provided.            March 2021: Work to incorporate new results into the data that has already been endorsed and solicit feedback from the College community.            April 2022: After feedback from the College community, provide President Bonahue with a draft of the 2022-2027 Strategic Plan for review, feedback, and revisions, if any.</p>

	May 2022: Draft of final plan presented to the College’s Board of Trustees for review and additional revisions, if necessary. September 1, 2022: Implementation of plan.
Timeline	Fall 2022
IG(s)	2, 4, 5, 6
MSCHE Standard(s)	I, II, VI
January 2022 Update	During the Fall 2021 semester, Dr. Bonahue, in collaboration with the SPC, presented revised draft Values and Institutional Goals (IGs) to the College community via Town Hall meetings on each campus. To invite additional feedback from internal stakeholders, an online strategic planning survey was distributed to faculty, staff, and administrators from December 2 <sup>nd</sup> through December 17 <sup>th</sup> . The feedback received from the Town Hall meetings and the survey responses were compiled and analyzed by the Office of Planning and Institutional Effectiveness. A draft of these documents is under review by the SPC’s Values and Goals subcommittee and the Focus Group and Survey subcommittee for further discussion prior to the February meeting. To help ensure that internal and external stakeholders can remain engaged in and up-to-date on the strategic planning process, the 2022-2027 Strategic Planning microsite was updated to reflect current processes, documents, etc.
Responsible Executive	Interim Vice President
Activity/Initiative	In collaboration with Information Technology Services, implement phase one of College-wide dashboards focusing on enrollment data including: unduplicated headcount, FTEs, billable credits, instructional modality, status (FT/PT), gender, race and ethnicity, year-to-year enrollment comparisons, comparisons to census data, and other internal benchmarks.
Lead Responsibility	OPIE: Interim Vice President, Assistant to the Vice President, Specialist I, and Assistant Director, OPIE ITS: Vice President, ITS, College Director of Enterprise Applications, Associate Director, Assistant Dean, College Associate Director Information Security
Criteria for Success Including measure(s)	Pilot beginning Summer 2022 June 2022: Solicit feedback from internal stakeholders regarding functionality, ease of use, data provided, etc. July 2022: Utilize feedback to make necessary adjustments. Implement by August 2022
Timeline	Fall 2022
IG(s)	4, 5
MSCHE Standard(s)	VI
January 2022 Update	OPIE and ITS met throughout the Fall 2021 semester to continue discussing the dashboards and the necessary data to begin creating the dashboards. OPIE provided a historical schema to ITS so that they could begin building tables from which the dashboard data would be pulled. Representatives from OPIE and ITS met with a member of the Microsoft team in September to address issues related to security and to answer any additional questions about Power BI. Members of the OPIE team continued to attend weekly Microsoft training sessions to gain additional knowledge about the system and scheduled two additional private sessions with Microsoft for a more in-depth look. In December, OPIE met with President Bonahue to preview the beginning stages of the dashboards. Based on the preview, enrollment, general student demographic, and course outcome data will be included within phase one of the dashboard roll out.

	Responsible Executive	Interim Vice President
	Activity/Initiative	Improve the institutional reporting, and the accuracy of institutional data, continue to work with the Data Standards Committee to refine, publish, and implement the Data Standards Manual at the Central and Campus levels.
	Lead Responsibility	Interim Vice President and Data Standards Committee
	Criteria for Success Including measure(s)	Updating of manual and a reduction in fatal errors generated when submitting reports to SUNY and other external agencies.
	Timeline	Fall 2021 through Spring 2022
	IG(s)	4, 5
	MSCHE Standard(s)	VI
	January 2022 Update	The Data Standards Committee met during the Fall 2021 semester to review and update the Data Standards manual. Through these meetings, changes pertaining to language, Banner screens used, the uniformity of processes, and how the manual would be implemented were discussed. In December, there was a call for a final review of the document so that the manual could be updated and disseminated to offices for implementation in Spring 2022.
Student Affairs	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Build the College Relationship Management software tool to support the enrollment process including the application checklist, enrollment checklist, and enrollment communications which are included in the current IT project request form. Develop an IT project request form to expand the admissions application to include non-credit programs appropriate for new students (surgical technician, manufacturing technology, OSHA training).
	Lead Responsibility	Interim Assistance Vice President and College Dean for Enrollment Management
	Criteria for Success Including measure(s)	The admissions application checklist will be live by March 2022, enrollment checklist will be live by May 2022 and enrollment communications will be live by June 2022. A completed project request form for the addition of non-credit options in the admissions application and a project timeline will be completed by June 2022.
	Timeline	<b>Fall 2021:</b> Continued work on the integration between Constituo and Banner, continued work on building the attributes for the application checklist and enrollment checklist. <b>Spring 2022:</b> Implementation of both checklists and development of enrollment communication.
	IG(s)	1, 5
	MSCHE Standard(s)	IV
	January 2022 Update	The plan to implement both checklists have been placed on hold Due to security concerns regarding BOT technology. An Internet bot, web robot, robot, or simply bot, is a software application that runs automated tasks (scripts) over the Internet. At current time, BOT technology is being used to manipulate our non-degree application. To further secure the non-degree application, the application will be moved into SLATE CRM system. This project will now be the focus for Spring 2022.
	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Complete the distribution of HEERF III funding to students. Identify and allocate 20% discretionary funds to underserved student populations that have received limited aid thus far.



Lead Responsibility	College Director of Financial Aid
Criteria for Success Including measure(s)	Distribution of HEERF III discretionary funds in amount of \$4.5million to three underserved populations that have received limited aid thus far.
Timeline	<b>Fall 2021:</b> Identify underserved student populations that have received limited aid thus far, review opportunities to provide funding with Business Affairs, and distribute aid. <b>Spring 2022:</b> Identify underserved student populations that have received limited aid thus far, review opportunities to provide funding with Business Affairs, and distribute aid.
IG(s)	3
MSCHE Standard(s)	VI
January 2022 Update	In Fall 2021, English Language Learners, Undocumented Students, and Workforce Development students were able to access block grants. A similar block grant application is predicted for Spring 2022.
Responsible Executive	Vice President for Student Affairs
Activity/Initiative	Design a Spring 2022 and Fall 2022 master schedule that provides student-driven seat availability for high demand classes. Align seat availability with data from new student enrollment
Lead Responsibility	College Associate Dean for Registrar and Master Schedule and College Assistant Director for the Master Schedule
Criteria for Success Including measure(s)	The 25 highest enrolled classes will have a reduced utilization rate than past semesters.
Timeline	In Fall 2021 and Spring 2022, during student registration, monitor course utilization with appropriate response.
IG(s)	1, 4
MSCHE Standard(s)	V
January 2022 Update	Through careful review and management, the 25 highest enrolled classes have reduced utilization. The registration for Spring 2022 is currently ongoing so final utilization rates will be provided in the next update to the operational plan.