Suffolk County Community College
2022-2023 Operational Plan



Office of Planning and Institutional Effectiveness
August 2022

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Suffolk County Community College 2022 -- 2023 Operational Plan

As outlined in the *Comprehensive Assessment Plan for Institutional Effectiveness (CAPIE)*, each year the President's Cabinet is asked to submit divisional/campus operational plans. These plans, when taken together, form the College's Annual Operational Plan. In creating the plan, the responsible executives tie action items or initiatives to the College's Institutional Goals, which are central to our Strategic Plan, 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.).

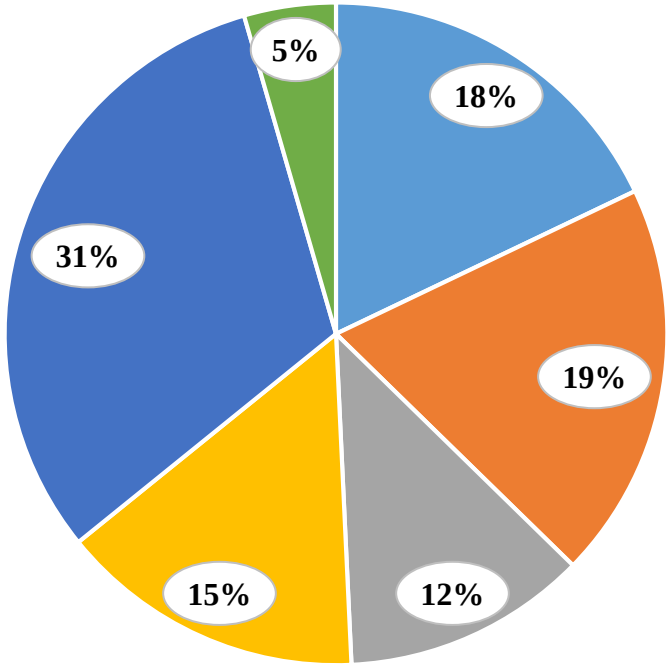
Three times each year a progress report is compiled – after the fall semester, after the spring semester, and the final report in August.

Forty-two **(42)** 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.

INSTITIONAL GOALS WITH STRATEGIC OBJECTIVES

1. **Open Access:** To ensure the college is ready to meet the needs of all students, regardless of background or previous education.
   - 1.1. Strengthen proactive outreach and recruitment to secondary schools
   - 1.2. Create and implement strategy for recruiting and enrolling adult students
   - 1.3. Partner with employers to recruit in-service workers for further education
   - 1.4. Recognize and address student basic needs in order to optimize access and enrollment
2. **Student Learning:** To offer the highest quality academic programs that support student attainment of their educational and professional goals.
   - 2.1. Integrate comprehensive student enrollment, equity, learning outcomes, and success data into academic planning and assessment
   - 2.2. Create student pathways that facilitate student retention, progression, and completion
   - 2.3. Instill research-based best practices within all instructional modalities
   - 2.4. Link instruction to scaled academic support services in significant areas of student challenge
   - 2.5. Ensure career programs reflect employer-identified outcomes and incorporate current industry practice (e.g., internships, professional certifications, licensure)
3. **Student Engagement and Success:** To provide a full range of support services promoting student engagement, development, and success.
   - 3.1. Implement a college-wide onboarding process that optimizes enrollment and retention
   - 3.2. Create and implement consistent expectations and anticipated outcomes for one-stop student services
   - 3.3. Standardize and improve systems that facilitate student retention (e.g., consistency of advising; early alert notifications; digital "companion" for students; student notifications)
   - 3.4. Provide and enhance opportunities that encourage personal and professional growth for students.
4. **Equity and Social Justice:** To create a welcoming culture in which every community member understands that they belong, and to eliminate disparities in student access and achievement.
   - 4.1. Establish baseline measures and equity goals for student access, services, and academic achievement and implement strategies to eliminate disparities
   - 4.2. Ensure best practices in the recruitment, hiring, and retention of college employees to advance diversity, equity, and inclusion, and to better reflect the demographics of the community
   - 4.3. Through systemic and intentional professional and student development, foster a unified college culture of inclusion, belonging, and equity
5. **Effectiveness and Sustainability:** To add value to all students' education through innovative and conscientious improvement of institutional operations and services.
   - 5.1. Amplify organizational and professional development opportunities that support student success and continuous institutional improvement
   - 5.2. Integrate student outcomes data as a tool for supporting resource allocation
   - 5.3. Enhance fiscal sustainability through ongoing collegewide cost analysis
6. **Community Partnerships:** To advance the equitable development of our region's economy, workforce, and communities.
   - 6.1. Partner with social services organizations to identify and meet the needs of underserved communities and populations
   - 6.2. Advocate with all community stakeholders to increase public visibility of the college, enhance public perception, and recruit investment
   - 6.3. Partner with industry stakeholders to meet regional workforce and economic development needs

Institutional Goals (IGs)



- 1. Open Access (12 actions/initiatives)
- 2. Student Learning (13 actions/initiatives)
- 3. Student Engagement and Success (8 actions/initiatives)
- 4. Equity and Social Justice (10 actions/initiatives)
- 5. Effectiveness and Sustainability (21 actions/initiatives)
- 6. Community Partnerships (3 actions/initiatives)

MIDDLE STATES COMMISSION ON HIGHER EDUCATION (MSCHE) STANDARDS

I. **Mission and Goals** –The institution's mission defines its purpose within the context of higher education, the students it serves, and what it intends to accomplish. The institution's stated goals are clearly linked to its mission and specify how the institution fulfills its mission.

II. **Ethics and Integrity** – Ethics and integrity are central, indispensable, and defining hallmarks of effective higher education institutions. In all activities, whether internal or external, an institution must be faithful to its mission, honor its contracts and commitments, adhere to its policies, and represent itself truthfully.

III. **Design and Delivery of the Student Learning Experience** – An institution provides students with learning experiences that are characterized by rigor and coherence at all program, certificate, and degree levels, regardless of instructional modality. All learning experiences, regardless of modality, program pace/schedule, level, and setting are consistent with higher education expectations.

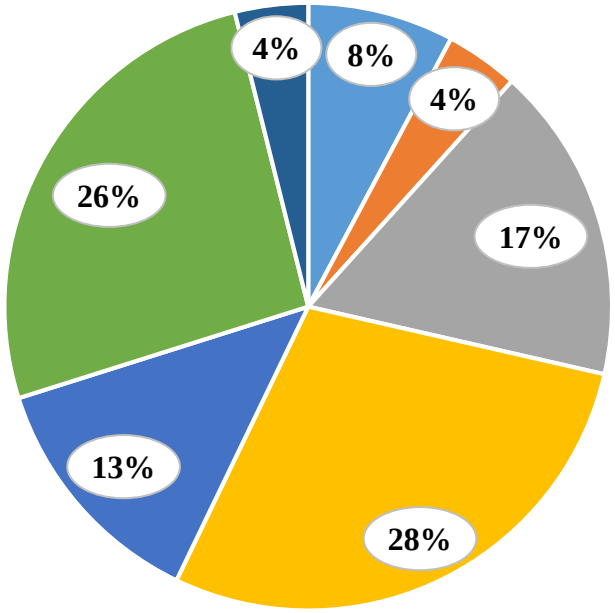
IV. **Support of the Student Experience** – Across all educational experiences, settings, levels, and instructional modalities, the institution recruits and admits students whose interests, abilities, experiences, and goals are congruent with its mission and educational offerings. The institution commits to student retention, persistence, completion, and success through a coherent and effective support system sustained by qualified professionals, which enhances the quality of the learning environment, contributes to the educational experience, and fosters student success.

V. **Educational Effectiveness Assessment** – Assessment of student learning and achievement demonstrates that the institution's students have accomplished educational goals consistent with their program of study, degree level, the institution's mission, and appropriate expectations for institutions of higher education.

VI. **Planning, Resources, and Institutional Improvement** – The institution's planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.

VII. **Governance, Leadership, and Administration** – The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituencies it serves. Even when supported by or affiliated with governmental, corporate, religious, educational system, or other unaccredited organizations, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy.

Middle States Standards (MSCHE)



- I. Mission and Goals (6 actions/initiatives)
- II. Ethics and Integrity (3 actions/initiatives)
- III. Design and Delivery of the Student Learning Experience (13 actions/initiatives)
- IV. Support of the Student Experience (22 actions/initiatives)
- V. Educational Effectiveness Assessment (10 actions/initiatives)
- VI. Planning, Resources, and Institutional Improvement (20 actions/initiatives)
- VII. Governance, Leadership, and Administration (3 actions/initiatives)

Division or Campus		
Office of the President	Responsible Executive	President
	Lead Responsibility or Principal Collaborators	Chief of Staff
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Collaborate with the appropriate internal stakeholders and community organizations to identify and meet student's basic needs.
	Institutional Goal(s)	1, 6
	Strategic Objective(s)	1.4, 6.1
	Key Performance Indicator	Enrollment Fall-to-fall retention of first-year students into the second-year (retention)
	MSCHE Standard(s)	IV
Office of Academic Affairs	Responsible Executive	Vice President of Academic Affairs
	Lead Responsibility or Principal Collaborators	Office of Academic Affairs, Campus Executive Deans and Student Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Review of Academic Standing Policy and implementation across all three campuses
	Institutional Goal(s)	2, 3
	Strategic Objective(s)	2.2, 3.3
	Key Performance Indicator	Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention)
	MSCHE Standard(s)	III, IV
	Responsible Executive	Vice President of Academic Affairs
	Lead Responsibility or Principal Collaborators	Office of Academic Affairs, Campus Executive Deans, Faculty and Chairs in the Disciplines
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Review and revise college course placement guidelines
	Institutional Goal(s)	1, 2, 4
	Strategic Objective(s)	1.4, 2.2, 4.1
	Key Performance Indicator	Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention)
	MSCHE Standard(s)	III, IV
	Responsible Executive	Vice President of Academic Affairs
	Lead Responsibility or Principal Collaborators	Office of Academic Affairs, Campus Executive Deans, Chairs and Office of Planning and Institutional Effectiveness
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Review of Program Review and Assessment across all three campuses
	Institutional Goal(s)	2

	Strategic Objective(s)	2.1
	Key Performance Indicator	Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention)
	MSCHE Standard(s)	III, V
Office of Business and Financial Affairs	Responsible Executive	Vice President of Business and Financial Affairs
	Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Develop a robust and efficient business continuity plan for the Office of Business and Financial Affairs.
	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator	Employee data Completed and operational Business Continuity Plan
	MSCHE Standard(s)	VI
	Responsible Executive	Vice President of Business and Financial Affairs
	Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs and SCCC Foundation
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Develop key financial models that can help project and/or trend-out student bad debt and low retention rates based on financial need. Collaborate with the Foundation to potentially fund smaller balances.
	Institutional Goal(s)	1, 5
	Strategic Objective(s)	1.4, 5.3
	Key Performance Indicator	Reduction of bad debt by 10% per annum Reduction of deregistered students (unpaid low balance) by 5% Fall-to-fall retention
	MSCHE Standard(s)	II, VI
	Responsible Executive	Vice President of Business and Financial Affairs
	Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs, Human Resources, and Office of the President
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Collaborate with the President and AVP for HR to identify opportunities to align searches with academic job market.
	Institutional Goal(s)	4
	Strategic Objective(s)	4.2
	Key Performance Indicator	50% reduction in the time a position is approved and filled
	MSCHE Standard(s)	VI
	Responsible Executive	Vice President of Business and Financial Affairs

	Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs, Office of Planning and Institutional Effectiveness, Information Technology Services, Web Services, and Institutional Advancement
	Timeline	Begin development in Fall 2022; pilot and implement in Spring 2023
	Activity/Initiative	Develop and publish an internal financial dashboard that includes annual financial statements, audit reports, percentage change in revenue sources, and key financial ratios.
	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator	Development and implementation of dashboard
	MSCHE Standard(s)	VI
	Responsible Executive	Vice President of Business and Financial Affairs
	Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Complete the integration of Nelnet services to improve billing and e-commerce activities
	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator	Reduction in the number of student defaults (30%). Improve payment processing for auxiliary services to include Continuing Education and Health Club fees.
	MSCHE Standard(s)	VI
	Responsible Executive	Vice President of Business and Financial Affairs
	Lead Responsibility or Principal Collaborators	Offices of Business and Financial Affairs, Human Resources, and Information Technology Services
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Right align employees' cost with budget reporting structure for improved financial analysis of labor costs.
	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator	Employee data. Analysis of labor costs by budget managers based on direct and indirect reports.
	MSCHE Standard(s)	VI
	Responsible Executive	Vice President of Business and Financial Affairs
	Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Migrate vendor payments from paper checks to ACH
	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator	Vendors migrated (50%) Reduction in the cost of supplies associated with the printing of checks (50%)

	MSCHE Standard(s)	VI
Office of Information Technology Services	Responsible Executive	Vice President of Information Technology Services/CIO
	Lead Responsibility or Principal Collaborators	Director of Enterprise Applications
	Timeline	Fall 2022 – Summer 2023
	Activity/Initiative	Implementation of Self-Service Banner 9 apps
	Institutional Goal(s)	5
	Strategic Objective(s)	5.1
	Key Performance Indicator	Successful implementation of all applications considered
	MSCHE Standard(s)	IV, VI
	Responsible Executive	Vice President of Information Technology Services/CIO
	Lead Responsibility or Principal Collaborators	Assistant Dean of Computer Operations
	Timeline	Spring 2022 – Spring 2023
	Activity/Initiative	Successfully implement the College's Learning Management System
	Institutional Goal(s)	2, 5
	Strategic Objective(s)	2.3, 5.1
	Key Performance Indicator	Successful implementation by the provided timeline
	MSCHE Standard(s)	III, V, VI
	Responsible Executive	Vice President of Information Technology Services/CIO
	Lead Responsibility or Principal Collaborators	Director of Desktop Support
	Timeline	Fall 2022 – Summer 2023
	Activity/Initiative	Retrofit all full-time faculty with laptops and docking stations
	Institutional Goal(s)	3
	Strategic Objective(s)	3.1, 3.2, 3.3
	Key Performance Indicator	Complete deployment as per the provided timeline
	MSCHE Standard(s)	III, IV, V, VI
	Responsible Executive	Vice President of Information Technology Services/CIO
	Lead Responsibility or Principal Collaborators	Vice President of Information Technology Services/CIO
	Timeline	Fall 2022 – Summer 2023
	Activity/Initiative	Hiring of 7 additional resources (Desktop Support (OSA3, PA), Infrastructure (Assistant Director, Specialist, PA, AME), ETU (Specialist)
	Institutional Goal(s)	4

	Strategic Objective(s)	4.2
	Key Performance Indicator	Complete of all requested hires
	MSCHE Standard(s)	II, III, VI
Office of Institutional Advancement	Responsible Executive	Vice President of Institutional Advancement
	Lead Responsibility or Principal Collaborators	Executive Director, SCCC Foundation; Director, Alumni Relations; Financial Specialist, Foundation; Vice President, Business Affairs; Office of the President; and Office of Student Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Create financial goals that support the college's initiatives related to addressing student basic needs
	Institutional Goal(s)	1, 4
	Strategic Objective(s)	1.4, 4.1
	Key Performance Indicator	Development and implementation of goals; tracking of financial progress
	MSCHE Standard(s)	IV
	Responsible Executive	Vice President of Institutional Advancement
	Lead Responsibility or Principal Collaborators	Associate Dean, Institutional Advancement; Assistant Director, Web Services; Office of Student Affairs; Enrollment Management; Office of Academic Affairs; Information Technology Services; Workforce and Economic Development; and Continuing Education
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Collaborate with the college community to implement marketing, advertising, communications and web services plans/campaigns to support ongoing and major initiatives, including: Strategic Enrollment Management (non-traditional learners), Guided Pathways, CRM Creative, and Qualitative Data Analytics
	Institutional Goal(s)	1, 3
	Strategic Objective(s)	1.2, 3.1
	Key Performance Indicator	Implementation of plans/campaigns Non-traditional, Workforce and Economic Development, and Continuing Education student enrollment Enrollment data
	MSCHE Standard(s)	IV
	Responsible Executive	Vice President of Institutional Advancement
	Lead Responsibility or Principal Collaborators	Associate Dean, Office of Sponsored Programs; STEM faculty; and Office of Academic Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Build on existing and new grant opportunities to further generate funding to assist under-represented populations. Work with the Offices of Academic Affairs and Professional Development to engage faculty in seminars and workshops that improve the quality and quantity of institutional grant submissions, knowledge regarding grants policy and procedures, and to develop additional principal investigators.
	Institutional Goal(s)	1, 5
	Strategic Objective(s)	1.4, 5.3

	Key Performance Indicator	Grants development data (applied for, awarded, amount, and funds disbursement, etc.) Enrollment data
	MSCHE Standard(s)	V
Office of Legal Affairs	Responsible Executive	Assistant Vice President of Human Resources
	Lead Responsibility or Principal Collaborators	Vice President of Information Technology Services, Vice President of Business and Financial Affairs, Procurement, Legal Affairs, Human Resources Project Director, and Human Resources Staff
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Collaborate with multiple stakeholders to obtain an RFP to identify a time and attendance system, and implement the selected system
	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator	Identification and implementation of system.
	MSCHE Standard(s)	VI
	Responsible Executive	Assistant Vice President of Human Resources and Chief Diversity Officer
	Lead Responsibility or Principal Collaborators	Human Resources staff, Chief Diversity Officer, Affirmative Action Officer, Academic Affairs, and Executive Deans
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Assess, streamline, and continuously improve the search, selection, and hiring procedures for faculty and staff positions.
	Institutional Goal(s)	4
	Strategic Objective(s)	4.2
	Key Performance Indicator	Develop procedures and implementation. Employee data
	MSCHE Standard(s)	VI, VII
	Responsible Executive	Assistant Vice President of Human Resources
	Lead Responsibility or Principal Collaborators	Assistant Vice President of Human Resources and Interim College Director, Mental Health Services
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Identify employee mental health and wellness program to support employee's life challenges (e.g., mental health, financial, legal)
	Institutional Goal(s)	4
	Strategic Objective(s)	4.2
	Key Performance Indicator	Identification and engagement of vendor
	MSCHE Standard(s)	VI
	Responsible Executive	Chief Diversity Officer
	Lead Responsibility or Principal Collaborators	All cabinet members, Human Resources, Academic Affairs, Student Affairs, Affirmative Action Officer

	Timeline	2022-2023
	Activity/Initiative	Create and implement a comprehensive professional development plan to increase capacity to support equity, diversity and inclusion; and to support a positive college climate for students provided to all levels of employees, faculty and staff.
	Institutional Goal(s)	4, 5
	Strategic Objective(s)	4.3, 5.1
	Key Performance Indicator	Provide programs across the college that have learning objectives related to equity, inclusion, identity, social justice, culture and allyship to support target audiences of employees, faculty and staff at all levels.
	MSCHE Standard(s)	III, IV, V
	Responsible Executive	College General Counsel
	Lead Responsibility or Principal Collaborators	Legal Affairs (Deputy General Counsel; Affirmative Action Officer; Chief Diversity Officer; Assistant Vice President of Human Resources; Executive Director Risk Mitigation), Vice Presidents and Executive Deans
	Timeline	2022-2023
	Activity/Initiative	Update College policies and procedures and assure prompt and effective responses to compliance reviews and regulatory and policy requirements
	Institutional Goal(s)	5
	Strategic Objective(s)	5.1
	Key Performance Indicator	Number of policies and procedures updated
	MSCHE Standard(s)	I, II, IV, VII
	Responsible Executive	Chief Diversity Officer/Chief of Staff
	Lead Responsibility or Principal Collaborators	All cabinet members and divisions
	Timeline	2022-2023
	Activity/Initiative	Create a comprehensive equity plan to support the institutional goal of Equity and Social Justice; integrating the work taking place across the college
	Institutional Goal(s)	Completed plan with associated benchmarks and scorecards
	Strategic Objective(s)	4
	Key Performance Indicator	4.1, 4.3
	MSCHE Standard(s)	I, III, IV, V, VII
Office of Planning and Institutional Effectiveness	Responsible Executive	Interim Vice President of Planning and Institutional Effectiveness
	Lead Responsibility or Principal Collaborators	Interim Vice President, OPIE; Specialist II, OPIE; Assistant to the Vice President, OPIE; Assistant Director, OPIE; Information Technology Services; Web Services, Institutional Advancement
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Complete development, demo, and publication of the following internal and external dashboards: degrees awarded, graduation, transfer, retention and persistence, programmatic, and course-level outcomes
	Institutional Goal(s)	2, 5
	Strategic Objective(s)	2.1, 5.2

	Key Performance Indicator	Implementation of dashboards disaggregated by gender, race/ethnicity, status (FT and PT), and campus
	MSCHE Standard(s)	VI
	Responsible Executive	Interim Vice President of Planning and Institutional Effectiveness
	Lead Responsibility or Principal Collaborators	Interim Vice President, OPIE; Assistant to the Vice President, OPIE; Assistant Director, OPIE; Vice President of Student Affairs; Vice President of Academic Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Further align the 2022-2027 strategic plan values, institutional goals, and strategic objectives with operational planning and college-wide assessment
	Institutional Goal(s)	5
	Strategic Objective(s)	5.1
	Key Performance Indicator	Professional development opportunities. Increase in completion of academic and AES (administrative and educational service) annual assessment plans
	MSCHE Standard(s)	III, IV, V, VI
	Responsible Executive	Interim Vice President of Planning and Institutional Effectiveness
	Lead Responsibility or Principal Collaborators	Interim Vice President, OPIE; Specialist II, OPIE; Assistant to the Vice President, OPIE; Information Technology Services; Vice President of Student Affairs; College Dean of Enrollment Management; College Associate Dean for Registrar and Master Schedule
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Reconvene the Data Standards Committee to improve the defining, entering, and reporting of institutional data.
	Institutional Goal(s)	5
	Strategic Objective(s)	5.1
	Key Performance Indicator	Reduction in errors generated from external reporting. Implementation of DSC recommendations in the appropriate offices.
	MSCHE Standard(s)	VI
Office of Student Affairs	Responsible Executive	Vice President of Student Affairs
	Lead Responsibility or Principal Collaborators	Vice President of Student Affairs in collaboration with the Campus Executive Deans
	Timeline	Fall 2022 – Identify expectations and action items for assigned advisors, develop process for assignments, and determine the length of time or credit completion for the assignment. Spring 2023 – Provide professional development for assigned advisors regarding roles and expectations; and assign incoming new Liberal Arts General Studies students an advisor.
	Activity/Initiative	Provide all incoming Liberal Arts General Studies students an assigned advisor to support student success, trouble-shoot student needs, and assist in future semester registration
	Institutional Goal(s)	3
	Strategic Objective(s)	3.3
	Key Performance Indicator	The current Fall to Fall retention is 59%. The goal is for Spring to Fall persistence of the students in this cohort to reach 75%.

	MSCHE Standard(s)	IV
	Responsible Executive	Vice President of Student Affairs
	Lead Responsibility or Principal Collaborators	College Associate Dean for Registrar and Master Schedule in collaboration with Information Technology Services and the Campus Executive Deans
	Timeline	Fall 2022 – Identify means through which to provide necessary and appropriate data to provide a master schedule that supports student needs in a timeframe that supports student demand. Spring 2022 – Provide budget justification for any needed software systems to provide master schedule support.
	Activity/Initiative	Develop a more student-focused master scheduling process that integrates predictive analytics and provides leadership an opportunity to make more real-time scheduling decisions.
	Institutional Goal(s)	2
	Strategic Objective(s)	2.1
	Key Performance Indicator	Enrollment
	MSCHE Standard(s)	IV
	Responsible Executive	Vice President of Student Affairs
	Lead Responsibility or Principal Collaborators	College Associate Dean for Registrar and Master Schedule in collaboration with the Campus Executive Deans
	Timeline	Fall 2022 – Identify appropriate timeframe for Spring 2022 early new student advisement and priority registration. Spring 2022 – Implement earlier priority registration and new student advisement. Increase outreach to continuing students to complete registration for Fall 2023 prior to the end of the spring semester.
	Activity/Initiative	Implement an earlier than currently scheduled Fall 2023 priority registration and new student advisement process.
	Institutional Goal(s)	2
	Strategic Objective(s)	2.2
	Key Performance Indicator	Enrollment
	MSCHE Standard(s)	IV
	Responsible Executive	Vice President of Student Affairs
	Lead Responsibility or Principal Collaborators	College Dean of Enrollment Management
	Timeline	Fall 2022 – Identify members of a college-wide committee, identify key populations of prospective students, begin outlining goals. Spring 2002 – Complete goals, identify strategies and tactics
	Activity/Initiative	Development of a Strategic New Student Enrollment Management Plan
	Institutional Goal(s)	1
	Strategic Objective(s)	1.1, 1.2, 1.3

	Key Performance Indicator	Enrollment
	MSCHE Standard(s)	IV
Ammerman Campus	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Associate Dean of Student Affairs and Assistant Dean of Student Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Strengthen proactive outreach and recruitment to regional secondary schools and develop strategies to support the recruitment of prospective Latino students.
	Institutional Goal(s)	1, 4
	Strategic Objective(s)	1.1, 4.1
	Key Performance Indicator	Enrollment Increase on-campus visits from high school and community-based organizations by 20% Increase off-campus visits including civic / community events by 25% Increase high school on-site visits by 15%
	MSCHE Standard(s)	IV
	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Associate Dean of Student Affairs, Assistant Dean of Student Affairs/College Director for Career Services, AAMC Coordinator/Advisor
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Increase faculty participation in the AAMC by 10%. Offer on-campus and virtual faculty advising training, assess which departments faculty volunteer from and partner with a faculty coordinator.
	Institutional Goal(s)	3
	Strategic Objective(s)	3.3
	Key Performance Indicator	Fall to spring student persistence increases by 10% Fall to fall retention of first-year students into the second-year increases by 10%
	MSCHE Standard(s)	IV
	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Executive Dean, Campus Associate Deans of Academic Affairs and Student Affairs, Assistant Dean of Student Affairs (Admissions Director), Chairs in the Disciplines
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Conduct a five-year analysis of degree programs on the Ammerman Campus. Collaborate with the Vice President of Academic Affairs and department chairs to review data and identify next steps.
	Institutional Goal(s)	2, 5
	Strategic Objective(s)	2.1, 5.3
	Key Performance Indicator	Enrollment: increase applications in said programs by 15%
	MSCHE Standard(s)	III, IV

	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Associate Dean of Academic Affairs, Associate Dean of Academic Affairs, Math Chairs, and English Chairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Analyze 5-year final grades in entry level Math and English courses to determine success rates in these courses on the Ammerman campus. Based on results, work to develop and implement strategies to increase success rates in these classes.
	Institutional Goal(s)	2, 3
	Strategic Objective(s)	2.1
	Key Performance Indicator	Success rates in entry-level English and Math courses within the first year
	MSCHE Standard(s)	III, IV, V
Eastern Campus	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Director of Registrar/Cashier/Business Services and Assistant Dean of Student Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Analyze student withdrawal data and make recommendations on support processes
	Institutional Goal(s)	2, 3, 5
	Strategic Objective(s)	2.1, 2.2, 3.3, 5.2
	Key Performance Indicator	Enrollment Persistence (fall to spring)
	MSCHE Standard(s)	V, VI
	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	College Associate Dean of Academic Affairs and Assistant Dean of Enrollment
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Conduct a five-year analysis of degree programs on the Eastern Campus. Collaborate with the Vice President of Academic Affairs and department chairs to review data and identify next steps.
	Institutional Goal(s)	2, 5
	Strategic Objective(s)	2.1, 5.3
	Key Performance Indicator	Enrollment Overall completion, graduation, and transfer rate
	MSCHE Standard(s)	VI
	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Vice President of Academic Affairs and Associate Vice President for Economic Development
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Develop one workforce, non-credit opportunity for non-traditional learners on the east end of Long Island

	Institutional Goal(s)	1, 6
	Strategic Objective(s)	1.2, 1.3, 6.3
	Key Performance Indicator	Enrollment
	MSCHE Standard(s)	VI
Michael J. Grant Campus	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Campus Associate Deans for Academic Affairs, Campus Department Chairs, in collaboration with Central Office of Academic Affairs: Associate Vice President of Workforce Development and Associate Vice President of Academic Affairs
	Timeline	Fall 2022 – Review of non-credit courses/outcomes/credentials Spring 2023 – Align with the credit programs and share pathways with workforce students
	Activity/Initiative	Prepare non-credit to credit pathways for specific degree programs to improve retention, completion, and graduation rates in support of local industry and employer needs.
	Institutional Goal(s)	1, 2, 6
	Strategic Objective(s)	1.2, 1.3, 2.2, 2.5, 6.3
	Key Performance Indicator	Enrollment Course-level student success, including average GPA, withdrawal, and success rates Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention) Overall completion and graduation rate Overall completion, graduation, and transfer rate
	MSCHE Standard(s)	I, III
	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Campus Associate Deans for Academic Affairs and Campus Department Chairs
	Timeline	Fall 2022
	Activity/Initiative	Conduct a five-year analysis of degree programs on the Grant Campus. Collaborate with the Vice President of Academic Affairs and department chairs to review data and identify next steps.
	Institutional Goal(s)	2, 5
	Strategic Objective(s)	2.1, 5.3
	Key Performance Indicator	Enrollment Course-level student success, including average GPA, withdrawal, and success rates Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention) Overall completion and graduation rate Overall completion, graduation, and transfer rate
	MSCHE Standard(s)	I, III, IV, V
	Responsible Executive	Executive Dean

	Lead Responsibility or Principal Collaborators	Associate Dean of Student Affairs and Assistant Deans for Student Affairs
	Timeline	Fall 2022 – Gather and analyze data Spring 2022 – Design and implement an outreach/communication plan
	Activity/Initiative	Examine and analyze campus student withdrawal rates and reasons given and implement a more comprehensive process by which to reduce incidences and increase outreach to students needing support.
	Institutional Goal(s)	1, 3, 4, 5
	Strategic Objective(s)	1.4, 3.3, 4.1, 5.1
	Key Performance Indicator	Enrollment Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention)
	MSCHE Standard(s)	I, IV
	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Director of Facilities and Plant Operations, Assistant Directors of Facilities and Plant Operations, College Director Information Technology Services, and Campus ETU Coordinator
	Timeline	Ongoing
	Activity/Initiative	Review and assess building and technological needs for improved student use through a sustainable campus facilities infrastructure plan
	Institutional Goal(s)	1, 5
	Strategic Objective(s)	1.4, 5.3
	Key Performance Indicator	Enrollment Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention)
	MSCHE Standard(s)	I, VI