

Suffolk County Community College 2022-2023 Operational Plan



**Office of Planning and
Institutional Effectiveness
January 2023 Update**

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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.).

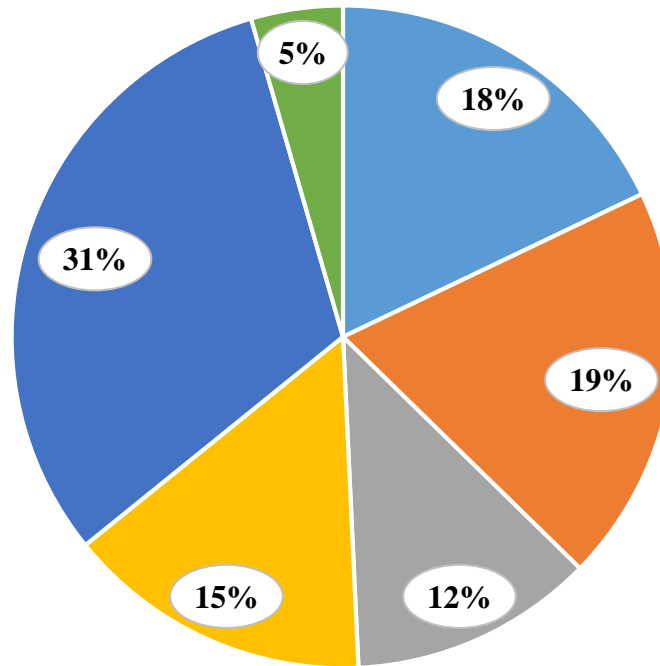
Three times each year a progress report is compiled – after the fall semester, after the spring semester, and the final report in August.

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.

INSTITUTIONAL 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)

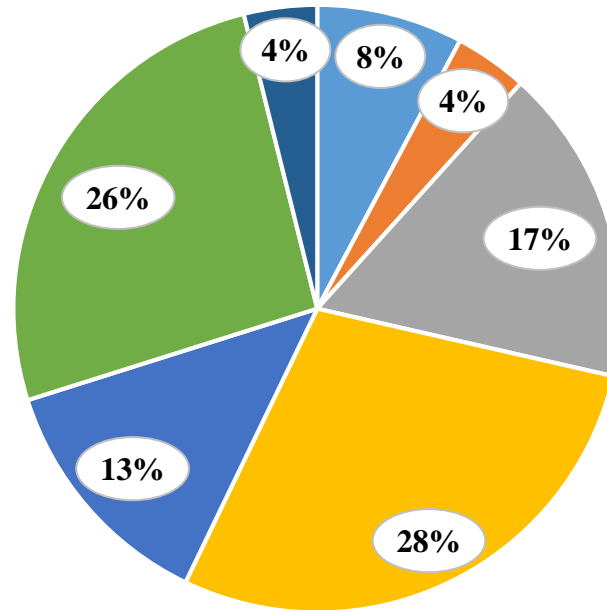


- 1. Open Access (12 actions/initiatives)
- 2. Student Learning (13 actions/initiatives)
- 3. Student Engagement and Success (8 actions/initiatives)
- 4. Equity and Social Justice (10 actions/initiatives)
- 5. Effectiveness and Sustainability (21 actions/initiatives)
- 6. Community Partnerships (3 actions/initiatives)

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
	MSCHE Standard(s)	IV
	January 2023 Update	<p>A relationship was established with the Department of Social Services (DSS) in November 2019 which resulted in an MOU that allowed for a dedicated DSS representative at the Grant Campus once a week to meet with SUNY Suffolk students in person and virtually. The scheduling and tracking of this process is managed by personnel in the Office of Students Affairs under the direction of the Vice President of Student Affairs. Appointments began in March of 2022 and to date, 173 appointments have been scheduled with our students. In November of 2022, a bilingual college aide was hired with the use of Perkins funding to assist with scheduling and outreach to students in Spanish, which has been extremely helpful. The Department of Labor has indicated they are open to an arrangement similar to DSS. We are considering how this might be implemented effectively.</p> <p>With help from the college’s Chief Diversity Officer, we are exploring additional opportunities to engage with other county agencies to expand the services offered to students. Meetings and discussions have occurred with the Office of Human Services, Women’s Services, and 311. We will meet internally to determine appropriate next steps and action items.</p> <p>Preliminary discussions with the District Governor of the Lions Club regarding food drives they will organize to support our pantries on each campus began in the fall.</p> <p>An introductory meeting with 100 Hispanic Women of Long Island regarding their scholarship offerings for Latina students was conducted during the Fall 2022 semester. Additional ideas to partner and provide support and encouragement for students of color were also discussed. The Chief Diversity Office and Assistant Dean of Student Services on the Ammerman Campus participated in the initial meeting and a larger, more inclusive meeting will be scheduled in the coming weeks to plan events for the spring.</p> <p>Following a Covid-19 hiatus, the Co-Chairs of the Basic Needs Task Force were asked to re-engage task force members and a meeting is scheduled for mid-January 2023.</p>
	Office of Academic Affairs	Responsible Executive
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
January 2023 Update	During the fall semester, the Vice President of Academic Affairs and the Associate Dean for Curriculum Development met with the Committee on Academic Standards to discuss the above policy and the data used to arrive at the current language. Following the initial meeting, the Vice President and Associate Dean for Curriculum Development met with the chairs to work on Academic Standing and other policies affecting student success and retention. A Teams site has been developed for the committee and Academic Affairs to work collaboratively on the policies under review. It is expected that revisions will be made to the Academic Standing Policy, Late Withdrawal, and Absence and Attendance and submitted to Governance by the end of the spring semester.
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
January 2023 Update	The Vice President of Academic Affairs and the Vice President of Student Affairs held three retention workshops in the fall semester. One of the workshops was dedicated to course placement and a discussion around best practices for placing students in Math and English. Following the workshop, two meetings were called, one with the Math chairs/faculty and one with the English and Reading chairs and recommended faculty. Both meetings were working sessions to discuss current practices, concerns about using multiple measures, best practices, and self-guided placement. A Teams site has been developed to hold resources and the work of the two groups. Monthly meetings will be set up for the spring semester to develop metrics for placing students to make it easier for students and advisors to understand so that student placement is more effective and based on research and promotes student success. It is anticipated that the working groups will have a document ready for review by the end of the spring semester.
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
	January 2023 Update	This operational goal will be started in the Spring 2023 semester
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
	January 2023 Update	Business Continuity Plan has been completed. Final review being done.
	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
	January 2023 Update	In Progress. Working with Student Affairs to develop a baseline to present to the Foundation.
	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
January 2023 Update	To be discussed as funding of positions is dependent on what has been approved in budget.
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
January 2023 Update	Currently working on the dashboard face. Working with finance team to determine what reports are published.
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
January 2023 Update	Work to begin mid to late Spring 2023.
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
January 2023 Update	Not yet started

	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
	January 2023 Update	In progress. There are some vendors that have been migrated. Currently looking at retirees and their Medicare credit
	Office of Information Technology Services	Responsible Executive
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
January 2023 Update		In progress. The team has established a priority schedule on how these applications will be implemented.
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
January 2023 Update		First full semester completed. We are still evaluating and continuing integrations.
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
	January 2023 Update	In progress. Slowly. The team has met to brainstorm on a faster deployment process.
	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
	January 2023 Update	1 employee has started, 1 accepted offer, 1 declined offer thus far.
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
	January 2023 Update	No update at this time.
	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
	January 2023 Update	Eleven enrollment marketing initiatives were completed during the Fall 2022 semester, including a new adult learner video, the Medical Assisting Program roll-out, MicroMesters campaign, the Solar Panel Installer program launch, the EOP campaign, the Fast Careers campaign, and programmatic specific campaigns. For the Spring 2023 and Summer 2023 semesters, three campaigns are slated to continue and eight are scheduled to be rolled out in conjunction with the appropriate offices.
	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
	January 2023 Update	Between September 1 and December 31, 2022, the Office of Grants Development supported two applications, received four awards, and began preparing one grant for submission to support under-represented populations. Applications submitted and pending include the LSAMP B2B and P4P Workforce Operating grants. Grants awarded include SUNY REACH by the Project Administrator for the Entrepreneurial Assistance Center (\$15,000), Perkins V by the College Assistant Dean for Sponsored Programs (\$1,241,834), SUNY Incremental for Cybersecurity by the College’s President (\$873,472), and NYS Childcare Stabilization by the Directors of the Childcare Centers and the College’s Association (\$37,800). Grant applications are being prepared for submission throughout the Spring 2023 semester. In addition, the office outlined a curriculum and submitted a request to the Office of Professional Development to host a spring workshop for faculty and program chairs entitled “Annual Perkins Grant Opportunities for Career and Technical Education Programs at Suffolk.”
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
January 2023 Update	Office of Procurement has researched available contracts to utilize on a “piggybacking” basis. Further research and evaluation to be conducted.
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
January 2023 Update	A template for instructional faculty job postings was developed. An updated schedule and outline of topics for search committee briefings is in progress. Data is being collected and tracked to assess the progress of completing instructional faculty searches in a timely manner.
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
January 2023 Update	Partnered with Director of Mental Health to develop the RFP requirements and scope of services. Currently in progress and working with Procurement to finalize specifications. Expected completion end of February.
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
January 2023 Update	<p>Divisional and campus updates, workshops, and programs were provided throughout the fall on topics such as compliance with <i>Pregnancy accommodations for students</i>, <i>ADA/disabilities accommodations</i> (presented in conjunction with Disabilities services); <i>Domestic violence services and orders of protection</i> (presented with external partners); <i>Sexual violence and sexual harassment prevention</i> and <i>Equity and inclusive practices</i> (presented as part of the college-wide retention conversations and professional development day); and <i>Braver Spaces</i> training (presented with the LGBTQ+ task force).</p> <p>The next steps for Spring 2023 include presenting a proposed framework for professional development that includes finalizing a timeline for implementation and completion of online compliance training for all employees; assessing the professional development needs for various audiences including chairs, faculty, student affairs and AME staff; and providing workshops for various audiences on topics such as unconscious/implicit bias, stereotype threat, microaggressions, LGBTQ+ and gender identity, fostering a culture of belonging and equity-minded practices.</p>
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
January 2023 Update	<p>Policies and procedures that were updated include:</p> <p><i>Chosen Name Policy</i> (including compliance with SUNY Directive on Chosen Names and Pronoun Policies) for students, student applicants, and employees, in consultation with OPIE, Student Affairs and Human Resources, to update procedures for indicating names and pronouns.</p> <p><i>Pregnancy Accommodation Policy</i> – Procedures were updated and refined in collaboration with Disability Services to ensure effective implementation, consultation and follow-up with seventeen students and their instructors, chairs and deans.</p>

		<i>Student Records Policy</i> , in consultation with the College Registrar, to reflect federal regulations concerning subpoenas for student records.
	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
	January 2023 Update	A draft plan will be shared in early Spring 2023 for discussion with the Strategic Planning Council and internal stakeholders (i.e., President’s council, Governance.) Progress was made in reviewing the types of internal baseline data, benchmark data, and staffing demographic analysis required for students and employees with OPIE and HR. Collegewide retention conversations included robust discussion of equity needs and best practices. Meetings were held with community stakeholders to discuss future opportunities for collaboration that positively impact enrollment and retention. Additional Spanish-language marketing campaigns were targeted toward increasing enrollment for Spanish speaking communities and families.
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
	January 2023 Update	The OPIE team began development of the retention and persistence and degrees awarded dashboards in July and August 2022. In late August 2022, the draft dashboards were presented to members of the President’s Cabinet, Associate and Assistant Deans from each campus, and faculty governance for feedback and suggestions. OPIE will provide final opportunities for feedback in early January 2023, so that the retention and persistence and degrees awarded dashboards can be finalized and published appropriately.
	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
	January 2023 Update	<p>In Summer 2022, the OPIE team began to reimagine the operational planning process. The operational plan template was revised to incorporate the new institutional goals, strategic objectives, and seven key performance indicators. To create a more collaborative operational planning process, members of President’s Cabinet worked with their individual teams and then as a collective group to discuss the activities/initiatives of focus for the 2022-2023 academic year. The timeline for the submission of plans was moved from late-October to early-September. This provided an opportunity for the full operational plan to be presented to the Strategic Planning Council and the college’s Board of Trustees at the start of the academic year.</p> <p>Similar to operational planning, the co-chairpersons and liaisons of the Assessment Advisory Council (AAC) along with the new Vice President for Academic Affairs (VPAA) met in the summer to reimagine assessment at the college. The assessment template for Administrative and Educational Support Services (AES) units was updated to reflect the new institutional goals and strategic objectives, and to be in line with operational planning; AES units were asked to provide updates in January, June and August as well. Because the needs and time lines for conducting academic assessment are slightly different, the VPAA is working with the AAC academic co-chairperson and her team to develop a plan. The VPAA is also working with OPIE to better utilize the assessment software across the college. Further implementation of the software will begin during the Spring 2023 semester.</p>
	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
	January 2023 Update	These meetings will begin in Spring 2023.
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
January 2023 Update	The large team met and outlined parameters for assigned counselors for new liberal arts general studies students, initial draft of scope of work for assigned students is underway, and potential ways to move students to another advisor is in review.
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 2023 – 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
January 2023 Update	A continuous review of key data points is underway. This review includes class utilization rates by modality, time of day and days of the week. Analytics are also performed based on program of study, grade distribution and credit completion. Key to accomplishing Master Schedule institutional goals is the ability to engage in more enhanced predictive analytics. Continue conversations with SUNY institutions using scheduling software tools, and take the next steps necessary to specifically identify and pursue the tools determined to bring additional data, functionality and intelligence to the master schedule and areas of enrollment management.
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 2023 early new student advisement and priority registration. Spring 2023 – 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
	January 2023 Update	Based on the success of early completion of new student advisement and registration for the Fall 2022 semester, conduct conversations and set processes in motion to schedule an earlier timeframe for new student advisement for the Fall 2023 semester. Campuses are ready to begin priority registration for continuing students on March 27, 2023 with new student advisement beginning on April 3, 2023. This plan is dependent on the status of the completion of mandatory curriculum revisions. These revisions must be voted on, passed and scribed into Degree Works before the onset of priority registration.
	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 2022 – Complete goals, identify strategies and tactics
	Activity/Initiative	Implementation of Strategic Enrollment Management Plan for Adult Learners. (Amended from “Development of a Strategic New Student Enrollment Management Plan” as of the January update)
	Institutional Goal(s)	1
	Strategic Objective(s)	1.1, 1.2, 1.3
	Key Performance Indicator	Enrollment
	MSCHE Standard(s)	IV
	January 2023 Update	The strategic enrollment management plan for adult learners has been approved by the president and submitted to SUNY. The determination was made to begin execution of the current plan. There will not be an additional plan developed at this time. The focus of the staff will be on action planning and increasing enrollment of adult learners.
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
January 2023 Update	The goal of initiating proactive outreach and recruitment to regional secondary schools has progressed to reviewing applicant data for each degree program at Ammerman over the last seven years. We have identified programs showing a reduction in submitted applications, and have identified strategies with Academic Chairs and Associate Deans for ways to bring faculty more into the recruitment process, all in an effort to see a 10% increase in applications for Fall 2024 for these programs. Regarding the recruitment of prospective Latino students, this goal is still awaiting approval to fill a vacant bi-lingual admissions counselor position. In the meantime, our Director of Admissions/Assistant Dean of Students has developed a plan to produce more bi-lingual materials for high schools and events. She herself takes on assignments to provide bi-lingual information sessions and services as needed.
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
January 2023 Update	A faculty coordinator from the General Studies program has been assigned to the AAMC and is actively recruiting and assigning faculty advisors to participate in/at the Center. To date, the rate of faculty participation in the AAMC to advise students from Fall 2021 to Fall 2022 shows an increase. We continue to track participation data to show progress. In addition, the faculty coordinator has conducted advising and training sessions for these new faculty.
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
	January 2023 Update	A 7-year analysis of fall enrollment trends for Ammerman degree programs was conducted on the campus utilizing the Dashboard. Next step is for all to work together (Executive Dean, Academic Chairs, Associate Deans, and Counseling) to outline strategies and initiatives to increase Fall 2024-Fall 2025 program enrollments by at least 10%. This data was reviewed with Academic Chairs during individual budget meetings to emphasize the correlation between budget planning and enrollments.
	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
	January 2023 Update	For Math: The President shared 3-year success rate data for the entry-level Math courses with college-wide Math Chairs. Fara Afshar reached out to OPIE for 5-year success data which will be available later in January. Fara and the Chair of the Math Department have started analyzing the 3-year success rate data and are discussing strategies for improvement. For English: Requests to OPIE for data is starting this month by Sandra Sprows.
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
	January 2023 Update	Staffing in Registrar/Cashier/Business Services is at 50% when the goal was set. Fall 2022 data has not been collated. Data input continues. However, Spring 2022 analysis revealed 371 students withdrawing from one or more sections.

	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
	January 2023 Update	Data was collated for all Eastern campus enrollment data from Fall 2015 to Fall 2022. Using registration, the Dietetic Technician, Hotel Resort Management, and Photography programs have been prioritized for focused enrollment prioritization. Members of the Academic Affairs team and the Campus Assistant Dean for Enrollment met with faculty from the respective programs during the Spring 2023 semester to discuss the findings. Meetings with the faculty, chairs, and appropriate leadership will be scheduled for the Spring 2023 semester.
	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
	January 2023 Update	<ul style="list-style-type: none"> Medical Assisting, non-credit program, was developed in the summer/fall term and first class onboarded during Fall 2022 through continuing education. Continue to explore welding, marine motors, solar panel, and CNA opportunities.
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
January 2023 Update	Discussion with AVPAA for Workforce Development. Review of non-credit programs: Non-credit Electrical Tech. direct path to credit HVAC Non-credit Welding direct path to credit HVAC Credit HVAC continuous certification direct path to non-credit Refrigeration Laws Certificate (yet to be designed) Potential non-credit pharmaceutical technician program direct path to potential Bio-Chem lab tech AAS program Align HS Early College enrollment in Workforce Credentialing Courses with for-credit Business Courses
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
January 2023 Update	Campus personnel reviewed non-credit enrollment trends and declines were outlined in the following programs: Occupational Therapy Assistant, Accounting (AAS), Business (AAS), and Information Technology/Network Design (AAS)
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
January 2023 Update	To better understand why students on the Grant campus were withdrawing, during the fall 2022 semester, the Associate and Assistant Deans of Student Affairs created and distributed a campus survey which included the reason for withdrawal. From the start of the semester through the last day of classes, a total of 768 students on the Grant campus withdrew from some or all courses for a number of reasons. Based on the data that was collected from the students who completed the survey, the majority of students either did not provide a reason or attributed the withdrawal to a life issue. Depending on the reason provided, students were referred to the appropriate office for additional follow-up by Grant campus personnel.
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
January 2023 Update	Work was initiated and completed on 10 projects by Plant Operations/Facilities staff of the Grant Campus during the Fall 2022 semester. They included completion of all indoor LED lighting, replacement and upgrades to roof-top units in Paumanok Hall and the Sally Ann Slacke Corporate Training Center, machine upgrades to welding in workforce development, provided solar installation lab for workforce programs, and provided upgrades for two nursing simulations labs in SFCU Arena. In addition, six technology projects were completed in Fall 2022 including upgrades to LRC 101 lecture hall and upgrades to the art gallery.