Institutional Outcomes

GOAL: SCCC will strive to achieve outcomes deemed to be important indicators of institutional progress by internal constituencies and/or by external governing or accrediting bodies.

***Strategic Significance*: Demonstrating institutional success is essential for promoting the College to internal constituencies and external agencies.**

	A	B	C	D	E	F	G	H
	Objective: Stated in measurable terms, how does the college intend to meet the goal?	**Action Plans**: What initiatives will the college undertake to accomplish this objective? (List up to 3 initiatives)	**Support:** What guidance, resources, & support are needed to accomplish this action plan?	**Lead Responsibility**: Who will make sure this action plan is accomplished?	**Method**: How will we assess achievement of the objective?	**Target:** What results will indicate that we've achieved the objective?	**Timeline**: When will we assess achievement of the objective? When will we report the results?	**Value**: What decisions will this assessment method help us make?
1	By 2010, SCCC will address meeting all of its Mission Review II commitments in its MOU with SUNY.	1. Develop a plan, with MOU commitments as objectives and with action plans to accomplish them. 2. Monitor and interpret assessment findings and alter the plan as necessary.	1. Time for College Assoc. Dean for Accreditation and Inst. Assessment and other appropriate college leaders to develop plan. 2. Hire additional clerical support to assist in tracking progress on meeting commitments and create a new IE position for handling the additional assessment activities.	Vice President for Planning and Institutional Assessment	Use institutional data to determine the extent to which commitments are being met, and produce periodic reports.	Target results will be identified for each commitment in the plan.	Timelines for assessing results for each commitment will be indicated in the plan.	Whether to continue, modify, replace, or supplement tactics described in the action plans for each commitment.
2	By 2012, SCCC will address meeting all of the Middle States Commission's recommendations and suggestions.	1. Develop a plan, with the Middle States Commission's recommendations and suggestions as objectives and with action plans to accomplish them. 2. Monitor and interpret assessment findings and alter plan as necessary.	1. Time for College Assoc. Dean for Accreditation and Inst. Assessment and other appropriate college leaders to develop plan. (The College has committed $125,000 per year to meet Middle States recommendations.) 2. Hire additional clerical support to assist in tracking progress on meeting commitments and create a new IE position for handling the additional assessment activities.	Vice President for Planning and Institutional Assessment	Use institutional data to determine extent to which recommendations and suggestions are being met, and produce periodic reports.	Target results will be identified for each recommendation and suggestion in the plan.	Timelines for reporting assessment results for each commitment will be indicated in the action plan.	Whether to continue, modify, replace, or supplement tactics described in the action plans for each recommendation & suggestion.

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3	By 2012, SCCC will address all of the Self-Study Working Groups' recommendations and concerns.	1. Develop a plan, with the Self-Study Working Groups' recommendations and concerns as objectives and with action plans to accomplish them. 2. Monitor and interpret assessment findings and alter plan as necessary.	1. Time for College Associate Dean for Accreditation and Institutional Assessment and other appropriate college leaders to develop plan. (The College has committed $125,000 per year to meet Middle States recommendations.) 2. Hire additional clerical support to assist in tracking progress on meeting commitments and create a new IE position for handling the additional assessment activities.	Vice President for Planning and Institutional Assessment	Use institutional data to determine extent to which recommendations and concerns are being met, and produce periodic reports.	Target results will be identified for each recommendation/ concern in the plan.	Assessments will be performed annually, as prescribed by action plan. Timelines for reporting assessment results for each commitment will be indicated in the action plan.	Whether to continue, modify, replace, or supplement tactics described in the action plans for each recommendation/ concern.
4	By the end of 2010, SCCC will develop a model for redefining the benchmarks of student success.	1. Develop an operational definition of "student success." 2. Based on the operational definition, develop a plan for assessing the extent to which students are succeeding.	1. Time for a team charged with forming this definition to conduct research and develop it. ($50,000 for consultants, conference attendance, presentations and research) 2. Time for developing an assessment plan.	Vice President for Planning and Institutional Assessment	Determine whether a model has been developed and if an assessment plan has been written.	Model has been developed and assessment plan has been written.	September 2010	Whether we are able to redefine student success and develop a meaningful assessment plan based on the redefinition

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5	SCCC will take directed steps toward enhancing its image in the local community.	1. Hire an external research organization to conduct a study of the College's image as viewed by Suffolk County residents. 2. Based on the findings of the study, a committee consisting of administrators, faculty and staff will develop a plan for enhancing the College's image as viewed by Suffolk County residents. 3. Implement the plan and evaluate the results.	1. Hire a research organization to conduct a study of the college's image in the local community. ($30,000) 2. Time required to analyze study and develop a plan that targets key findings of the study. 3. Cost of implementation to be determined by the plan. ($15,000 for assessment of the plan.)	Vice President for Planning and Institutional Assessment	Repeat pertinent elements of the study to determine if steps taken in the plan to enhance the college's image have been successful.	To be determined based upon the results of the initial study.	To be determined based on the plan for enhancing the college's image.	Whether the plan was effective in enhancing the college's image and if not, what additional steps might be taken.

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Academics

GOAL: SCCC will provide educational opportunities with 21st Century relevance.
***Strategic Significance:* Student learning must prepare students for the modern world.**

	A	B	C	D	E	F	G	H
	Objective: Stated in measurable terms, how does the college intend to meet the goal?	**Action Plans**: What initiatives will the college undertake to accomplish this objective? (List up to 3 initiatives)	**Support:** What guidance, resources, & support are needed to accomplish this action plan?	**Lead Responsibility**: Who will make sure this action plan is accomplished?	**Method**: How will we assess achievement of the objective?	**Target:** What results will indicate that we've achieved the objective?	**Timeline**: When will we assess achievement of the objective? When will we report the results?	**Value**: What decisions will this assessment method help us make?
1	By June 2011, SCCC will develop a comprehensive plan for enabling students to successfully participate in a global environment.	1. A Globalization-Issues Task Force will develop an operational definition for globalization. 2. The Task Force will review the educational offerings to determine what the College is currently doing to enable students to successfully participate in a global environment. 3. The Task Force, working with faculty governance and appropriate instructional and student affairs personnel, will make recommendations concerning existing activities, courses, or programs and/or development of new ones and will forward these to the appropriate standing committees.	1. Time for a task force coordinator and a task force to coordinate this task. $25,000 for appropriate research (e.g. consultants, conferences, etc.) 2. Time for a task force coordinator and a task force to coordinate this task. $25,000 for appropriate research (e.g. consultants, conferences, etc.) 3. Task Force time and financial support TBD by the nature of the recommendations.	Vice President for Academic and Student Affairs	Determine whether plan has been developed and approved.	The final plan will be completed by June 2010.	Development of the final plan by June 2010.	Whether we have a plan that is ready for implementation If we do, then we will be able to make informed decisions about programming for enabling students to successfully participate in a global environment.

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2	By June 2011, SCCC will develop a comprehensive plan for educating students about environmental/ energy– sustainability issues.	1. An Environmental Issues Task Force will develop an operational definition for sustainability. 2. The Task Force will review the educational offerings (programs, courses, and activities) to determine what the College is currently doing to educate students about environmental/ energy sustainability issues. 3. The Task Force, working with faculty governance and appropriate instructional and student affairs personnel, will make recommendations concerning existing activities, courses, or programs and/or developing new ones.	1. Time for a task force coordinator and a task force to coordinate this task. $25,000 for appropriate research (e.g. consultants, conferences, etc.) 2. Time for a task force coordinator and a task force to coordinate this task. $25,000 for appropriate research (e.g. consultants, conferences, etc.) 3. Task Force time and financial support TBD by the nature of the recommendations.	Vice President for Academic and Student Affairs	Determine whether plan has been developed and approved.	The final plan will be completed by June 2010.	Development of the final plan by June 2010.	Whether we have a plan that is ready for implementation If we do, then we will be able to make informed decisions about programming for educating students about environmental/ energy-sustainability issues.

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Internal Assessment

GOAL: SCCC will promote a culture of sustained and systematic assessment of units, programs, and services and apply the findings to institutional improvement.

***Strategic Significance*: Incorporating assessment activities into the College's standard operating procedure is essential to the institution's development as a College of Excellence.**

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	Objective: Stated in measurable terms, how does the college intend to meet the goal?	**Action Plans**: What initiatives will the college undertake to accomplish this objective? (List up to 3 initiatives)	**Support:** What guidance, resources, & support are needed to accomplish this action plan?	**Lead Responsibility**: Who will make sure this action plan is accomplished?	**Method**: How will we assess achievement of the objective?	**Target:** What results will indicate that we've achieved the objective?	**Timeline**: When will we assess achievement of the objective? When will we report the results?	**Value**: What decisions will this assessment method help us make?
1	By spring 2012, 90% of College units will have assessment plans in place and will have begun to implement them.	1. The Assessment Advisory Council (AAC) will work with the VP for Planning and Institutional Assessment to identify units and establish a unit assessment cycle. 2. In accordance with the assessment cycle, the ACC will provide workshops and consulting sessions to assist units in the development and implementation of their assessment plans.	1. AAC time 2. Additional specialist support for IE to assist with the implementation of plans (salary with benefits); clerical support for scheduling and tracking the workshops. Travel and consultation fees for experts estimated at $12,000 per year.	Vice President for Planning and Institutional Assessment, Vice President for Academic and Student Affairs	Determine the percentage of units that have written assessment plans and that have begun to implement them.	90% of the units will have written assessment plans and have begun implementing them.	June 2012	Whether the strategy for implementing college-wide assessment is effective and if not, how we can adjust it.
2	Within one year of completing an assessment called for by its plan, each College unit will document use of the assessment findings to inform its decision making.	1. The AAC will develop a template for reporting how assessment findings were used to inform decision making. 2. The ACC will conduct workshops on using assessment results for unit decision making and improvement.	1. AAC time 2. AAC time	Vice President for Planning and Institutional Assessment, Vice President for Academic and Student Affairs	Review reporting template to determine whether units completing an assessment have used their findings to inform their decision making.	Every unit completing an assessment called for in its plan will provide evidence that it has used the findings of the assessment to inform decision making.	One year from the time the assessment has been completed.	Whether units are able to use assessment findings to influence their operations and if not, what adjustments might need to be made.

Human Resources

GOAL: SCCC will hire competent and diverse staff, leaders, and faculty.

***Strategic Significance*: Growth of the College, along with an increase in the rate of retirements, is creating a pressing need to replace and add qualified personnel at an accelerated rate.**

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	Objective: Stated in measurable terms, how does the college intend to meet the goal?	**Action Plans**: What initiatives will the college undertake to accomplish this objective? (List up to 3 initiatives)	**Support:** What guidance, resources, & support are needed to accomplish this action plan?	**Lead Responsibility**: Who will make sure this action plan is accomplished?	**Method**: How will we assess achievement of the objective?	**Target:** What results will indicate that we've achieved the objective?	**Timeline**: When will we assess achievement of the objective? When will we report the results?	**Value**: What decisions will this assessment method help us make?
1	By June 2012, SCCC searches will each hire highly qualified applicants who exceed the minimum qualifications identified for the position being searched; in the interim, annual progress toward meeting this objective will be demonstrated.	1. A Human Resources Task Force will develop criteria for measuring the efficacy of SCCC personnel searches. 2. Beginning with 2009-10 searches, information concerning the efficacy of SCCC searches will be compiled as benchmarks for assessing the effectiveness of personnel recruitment strategies. 3. In 2009-2010, the Human Resources Task Force will direct a study to determine factors that attract and factors that discourage personnel from coming to and remaining at SCCC. 4. Based on the findings of its study, the Human Resources Task Force will develop and implement a *Personnel Recruitment Plan* by September 2011.	1. Time for Task Force to develop criteria. 2. Coordination of end-of-search information to a single location and collection, storage, and reporting of data. 3. Cost for conducting internal and external Task Force research. (est. $25,000) 4. Ongoing funding for strategies in the *Personnel Recruitment Plan* TBD when the plan is drafted.	Vice President for Business and Financial Affairs	Data concerning the applicant pool for each SCCC search will be collected and reported.	By June 2012, at least 40% of the applicant pool for all SCCC searches will exceed the minimum qualifications.	By June 30 of each year, the HR Task Force will produce a report that analyzes the applicant pools of SCCC searches both individually and collectively.	Whether the personnel recruitment strategies developed are successful and if not, what adjustments might be made

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2	By 2012, SCCC will address increasing the number of first-choice applicants accepting offers; and in the interim, annual progress toward meeting this objective will be demonstrated.	1. Beginning with spring 2010 faculty searches, the Office of Human Resources will collect data concerning reasons that first-choice candidates fail to accept their offers at SCCC. 2. Based on these and subsequent findings, the Human Resources Task Force will develop strategies for inclusion in the *Personnel Recruitment Plan* that will result in an increased acceptance of offers by first-choice candidates.	1. Time to develop a procedure for identifying, collecting, and recording this information. 2. Costs for implementing new strategies will be determined at the time they are proposed in the *Personnel Recruitment Plan.*	Vice President for Business and Financial Affairs	Data concerning the acceptance and rejection of offers by first-choice candidates will be collected and reported.	By June 2012, 75% of all first-choice candidates offered positions at SCCC will accept their offers; and in the interim, annual progress toward meeting this objective will be demonstrated.	By June 30 of each year, the HR Task Force will report, individually and collectively, on the number of first-choice applicants who accepted or rejected offers of employment.	Whether the personnel recruitment strategies developed are successful and if not, what adjustments might be made
3	The College will steadily increase the diversity of its personnel until its objectives are achieved.	1. The Human Resources Task Force will develop a comprehensive diversity profile of current College employees. 2. Both broad and specific diversity objectives will be established college wide, as well as for individual areas.	1. Time and money needed to collect information for establishing a diversity profile of SCCC employees. 2. Time required to evaluate gaps in the diversity profile and to develop broad and specific targets.	Vice President for Business and Financial Affairs	The *Diversity Map* will provide a basis for comparison upon which measures of changing employee diversity can be made.	Evidence of increasing diversity in accordance with expected results.	Starting in January 2010 and continuing until objectives are achieved.	Whether strategies in the *Personnel Recruitment Plan* increased employee diversity and if not, what new strategies might be tried

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		3. The *Personnel Recruitment Plan* will incorporate strategies for identifying groups that will add to the College's diversity.	3. The funding of strategies TBD when the *Personnel Recruitment Plan* is developed.					

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Resources

GOAL: SCCC will increase financial resource opportunities in order to fulfill its mission.
***Strategic Significance*: Traditional funding will not keep pace with institutional growth.**

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1	SCCC will increase its funding from all sources by $1 million for the duration of this plan.	1. Determine feasibility of conducting a major gifts' campaign. 2. Pursue new grant opportunities: • Title III • ATE • Other	1. Administrative time and consultant fees ($30,000). 2. Administrative time and consultant fees ($20,000)	Vice President for Institutional Advancement	Determining whether financial resources from all sources increased by $1 million for the duration of this plan.	Funding from all sources will increase.	Annually, at the end of each fiscal year.	Whether resource-development strategies have been successful or whether new strategies are required.

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