

# 2014-2015 COLLEGE OPERATIONAL PLANNING YEAR END REPORT

August 2015

Report Produced for the Strategic Planning Council by the Office of Planning and Institutional Effectiveness

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.

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## Introduction

The institutional effectiveness system at Suffolk County Community College, as documented in the Comprehensive Assessment Plan for Institutional Effectiveness (CAPIE), is based on an integrated planning process that is guided by the College's strategic plan. While the academic programs and administrative, educational, and student support (AES) units conduct annual assessments of student learning and the support for student learning as well as periodic evaluations of effectiveness, it is the implementation of the strategic plan that informs all areas of the college about institutional priorities through the stated institutional goals (IGs) and measurable institutional objectives (MIOs). This implementation process, known at the College as operational planning, has been established to ensure communication regarding and accountability over continual progress towards the achievement of the IGs through the MIOs.

In order to track progress, the operational plan relies upon a series of key performance indicators (KPIs) that have been identified as the metrics that communicate whether institutional targets have been achieved. For each MIO, metrics have been identified and annual progress towards achievement of the KPIs is marked graphically by a series of gauges. This report, which helps inform the yearly Institutional Effectiveness report, focuses on the narrative aspect of operational planning and includes the prioritized actions identified under each of the MIOs. The gauges that indicate progress towards achievement of the KPIs are presented in the College's Institutional Effectiveness report, which is a document that provides an annual evaluation of the College's progress in implementing the CAPIE. As a central tenet of integrated planning, measured progress towards achievement of the MIOs, as well as other progress associated with the IE system is presented in the Institutional Effectiveness report.

Given that operational planning represents the intentional process of implementing the strategic plan, this report, as well as the Institutional Effectiveness report, is provided to the College's Strategic Planning Council (SPC). As the body charged with oversight of strategic planning, it is the purview of the council to review the information in the operational plan, review results from the previous year, recommend changes, and approve the documents for review by the President's Executive Cabinet.

## **Institutional Goal 1 - Student Success**

To foster the intellectual, physical, social, and civic development of students through excellent and rigorous academic programs and comprehensive student support services.

## MIO 1.1

The College will, during the period 2013-2020, increase the completion rate of first-time, full-time (FTFT) students in gateway courses through enhanced engagement with faculty, academic support and student services.

#### 2014-2015 PRIORITIZED ACTIONS

## **College Action**

Plan new initiatives with Suffolk districts/private high schools to expand collaboration toward identification and intervention for students who might test into developmental education.

## Lead Responsibility

Dean of Instruction and developmental education instructors

## **Criteria for Success**

Completion of a research report that outlines the program's efficacy.

## **Progress**

During the 14—15 year, conversations have been initiated to develop collaborative interventions with nine new high schools based on the Hampton Bays/SCCC model. In addition, the college has entered into a P-Tech grant application with district high schools to provide remedial support and a degree opportunity for an AAS in Information Technology at the Michael J. Grant campus. The report will be completed during the 2015-16 year.

#### Value

The Eastern Campus has experienced a sharp decline in developmental education placement rates from Hampton-Bays High School as a result of this initiative and the College hopes to see similar results in other high schools across the county.

## **MIO 1.2**

The College will, during the period 2013-2020, increase the fall-to-spring persistence rates of all credit bearing students to 75% and fall-to-fall retention rates for FTFT students to 70% by supporting students through enhanced engagement with faculty, academic support, and student services.

## 2014-2015 PRIORITIZED ACTIONS

## **College Action**

Complete the College's comprehensive student engagement plan.

## Lead Responsibility

Vice-President for Student Affairs

#### **Criteria for Success**

Prior to the 2015-2016 academic year, a comprehensive plan, which has been approved by the President's Executive Council, will be in place.

## **Progress**

A draft of a student engagement plan has been designed. The committee has been expanded to include the Vice President for Academic Affairs, the three Campus Executive Deans and a third cochair has been added, the College Assistant Dean for Student Engagement Assessment. The committee will focus on developing action steps for each identified area. The updated plan will be submitted in 2015-16 with a goal to implement action items in 2016-17.

#### Value

The plan will provide strategies, initiatives, and criteria for success in regards to increasing the retention and persistence rates at the College and, therefore, is a foundational document associated with student success.

#### **College Action**

The Office of Financial Aid will increase outreach to student placed on academic conditional waiver.

## Lead Responsibility

Director of Financial Aid

#### **Criteria for Success**

A higher percentage of students will return in fall 2015 than in fall 2014 (55%) as a result of increased outreach.

#### **Progress**

The Office of Financial Aid sent each student who was granted a conditional waiver a letter. 305 students were granted a conditional waiver in spring 2015 and 84% returned and met or exceed satisfactory academic progress in fall 2015. Financial aid will notify all new students before the start of semester and alert them to the consequences of not doing well academically and how it will affect both federal and/or state aid. Most students during their first semester are not really aware of the

consequences if they withdraw from a class, that federal aid monitors their course attempts verses courses passed, that at a community college they are only allowed 36 points, or that for federal and state aid all courses must be in their program of study.

#### Value

By increasing outreach to students and providing them with opportunities to retain financial aid, the College is providing support aimed at retaining students by ensuring they are able to take advantage of an affordable education.

## MIO 1.3

The College will, during the period 2013-2020, increase the three-year graduation rate of FTFT students to 20% through enhanced engagement with faculty, academic support, and student services.

## 2014-2015 PRIORITIZED ACTIONS

## **College Action**

Expand online professional development opportunities.

## Lead Responsibility

College Associate Dean of Faculty and Professional Development

#### **Criteria for Success**

Facilitate at least four online professional development opportunities.

#### **Progress**

For the first time at the College we had 32 Monday Morning Mentors, a 20 minute tutorial on various PD topics. The College also purchased 2 online licenses for white papers that were placed on the Professional development department's secure website.

#### Value

More opportunities for access to professional development designed to improve the teaching and learning environment had been provided for faculty.

## **College Action**

Expand the Position Your Transition initiative.

## Lead Responsibility

Chair of the Position Your Transition Committee

#### **Criteria for Success**

The committee will provide 3 opportunities during the academic year for students to engage with potential transfer institutions during the 2014-15 academic year.

## **Progress**

The criteria for success were met with an average of 25 students attending each trip. Satisfaction surveys were collected and adjustments to the program were made based on the feedback. For 2015-16, the committee will be expanding its membership to include counselors with transfer advising

responsibilities along with the College Assistant Dean for Student Engagement Assessment. The expanded group will provide 6 trips in the 2015-16 year.

#### Value

This program is designed to improve student preparation and readiness for a successful transfer to colleges and universities located across Long Island.

## **College Action**

Conduct a Student Leadership Retreat.

## Lead Responsibility

The Offices of Campus Activities and Student Leadership Development

#### **Criteria for Success**

45 students will participate in an intensive 3 day, overnight leadership retreat guided by the Social Change Model of leadership.

#### **Progress**

The event was successfully executed and a January 2016 leadership program is being developed.

#### Value

This program aims to help deliver non-cognitive student learning outcomes associated with greater academic success.

## **College Action**

Enhance the Campus-based New Student Orientation Program.

#### Lead Responsibility

The Offices of Campus Activities and Student Leadership Development

#### **Criteria for Success**

50% of incoming new students will participate in the New Student Orientation Program.

#### **Progress**

The current orientation programs are underway and new student response has been high. Survey data will provide information on what new students felt they learned as a result of the program.

#### Value

This program will deliver information and tools that will prepare students to successfully graduate from the College.

#### **College Action**

Engage students with workplace experiences through cooperative education program.

## Lead Responsibility

Career Services and Cooperative Education Office/Office of Academic Affairs

#### **Criteria for Success**

During the 2014-15 academic year 24 sections of internship courses will be offered.

## **Progress**

The criteria for success were met and in Fall 2015, 26 sections are being offered. The Career Services Office will continue to monitor the program and look for ways to continually improve the efficacy of the program.

#### Value

The cooperative program is designed to help students experience a smooth transition from higher education to the world of work.

## **College Action**

Students will have the opportunity to participate in campus based intramural programs.

## **Lead Responsibility**

Athletics Department

## **Criteria for Success**

During the 2014-15 academic year students will have the opportunity to engage in 23 different intramural programs across the three campuses.

#### **Progress**

The criteria for success were met and the 2015-16 intramural program is currently being planned.

#### Value

Opportunities for co-curricular and extra-curricular participation are associated with greater student engagement and higher graduation rates.

#### **College Action**

Students will have the opportunity to meet with transfer institutions on campus in a campus based event format.

## Lead Responsibility

Counseling centers

#### **Criteria for Success**

Each campus will hold a spring transfer fair for students to learn more about the transfer process from prospective institutions.

#### **Progress**

The criteria for success was met and based on feedback from student satisfaction surveys, an additional fall transfer fair will be added. Additionally, students will be invited to the fall WSCA college fair as well. All three campuses will continue with their spring transfer fairs and they plan to enhance outreach to students for increased participation.

#### Value

By providing students with more information about and opportunities to interact with the transfer institutions, they will be better prepared for a successful transition into a four year college or university.

# **Institutional Goal 2 - Community Development/Societal Improvement**

To promote the social and economic development of the community we serve.

## MIO 2.1

The College will enhance the local workforce by increasing partnerships with key employment sectors and offering programs to address the employment skills gap in Suffolk County.

## 2014-2015 PRIORITIZED ACTIONS

## **College Action**

Establish partnerships with Suffolk County business to offer credit courses on site.

## Lead Responsibility

College Dean for Enrollment Management

#### **Criteria for Success**

A minimum of five new partnerships will be established prior to the fall 2015 term.

## **Progress**

The College has held meetings with interested partners and has initiated conversations that will lead to partnerships including the development of an action plan.

#### Value

Providing SCCC courses through businesses within the county will increase the number of students with access to coursework.

## **College Action**

Complete and submit a degree proposal for the AS in Nursing.

## Lead Responsibility

College Dean of Nursing

#### **Criteria for Success**

Proposal submitted to SUNY, SED, and ACEN for review

## **Progress**

The degree proposal has been recommended by all the internal bodies. The President has approved the proposal and all paperwork has been submitted to SUNY for their review.

#### Value

This action will put our program in line with the direction that ACEN is moving (from AAS to AS degrees). It will better prepare our students for RN to BSN programs as well as the workforce.

## **College Action**

The college will host a county-wide veterans career conference focused on job readiness and mentorship with outreach to local businesses.

#### Lead Responsibility

Ammerman Campus Assistant Dean of Students and Director of Veterans Affairs

#### **Criteria for Success**

There will be 8 businesses that participate as mentors for student veterans.

## **Progress**

The career conference was held in April 2015 and met the criteria for success. Based on the feedback, business participation will increase and mentorship programs will be a more purposeful as a part of the conference. Plans to continue the conference for 2015-16 are underway and the new College Director of Veterans Affairs will provide additional support for this program.

#### Value

Military Veterans constitute an important student group at the College and are critical to ensuring a qualified workforce for Suffolk County and this conference has been designed to ensure greater alignment between available skill sets and workforce needs.

## **MIO 2.2**

The College will expand targeted outreach to non-traditional constituents to increase the number of non-traditional students served through continuing education and traditional academic programs

## 2014-2015 PRIORITIZED ACTIONS

## **College Action**

Implement a comprehensive plan designed to increase international student enrollment.

## Lead Responsibility

Vice-President for Student Affairs

#### **Criteria for Success**

International enrollment will increase by 30% from fall 2014 to fall 2015

## **Progress**

The International Student College website and forms were comprehensively reviewed and updated providing the International students more in-depth information required for enrollment at the College. As of the beginning of the fall 2015 semester, the College's international enrollment by approximately 10% from fall 2014.

#### Value

By increasing the population of international students, the opportunities for more diverse interactions between students is increased.

## **College Action**

Revise the ESL non-credit curriculum by adding an extra hour per week and ensuring that it meets the current SUNY requirements (including a curriculum map and assessment plan).

## Lead Responsibility

College Director of ESL Programs

#### **Criteria for Success**

Achieve FTE funding as a result of the submission.

## **Progress**

The entire IEP program was approved for funding and under the four revised levels, there were a total of 10 modules established. Seven of the ten modules were approved for funding and four of the five workshops submitted to SUNY were also approved for funding.

#### Value

These changes will allow for improved assessment of the program.

## MIO 2.3

The College will enhance community enrichment through increased participation in social and cultural events, initiatives, and activities conducted by the College or in partnership with external stakeholders.

## 2014-2015 PRIORITIZED ACTIONS

## **College Action**

The college will engage with local constituents to support the enrollment process.

#### Lead Responsibility

College Dean of Enrollment Management

#### **Criteria for Success**

The enrollment of new students will increase by 2%.

#### **Progress**

The College was a site location for a SUNY Financial Aid Information Session, SUNY Operation Inform, conducted open houses in the fall and spring with record attendance at each open house, and the Eastern Campus conducted a bilingual enrollment process informational session. As of the start of classes, new student enrollment is down by approximately 3%.

#### Value

By providing opportunities for the community to find out about the educational opportunities available at the College, the community will be better informed about all the College offers.

## **College Action**

The College will develop a Spirit Week to engage students in community development, service, and college pride.

## Lead Responsibility

Vice President for Student Affairs

## **Criteria for Success**

All campuses will develop with student leaders 4 student events that promote college pride and community service.

## **Progress**

The 2014-15 Spirit Week was a success with 4 events held on each of the three campuses along with a college-wide sports night. Currently, plans are underway for 2015-16 Spirit Week to include programs about college history, community service, college pride and an open sports night.

## Value

Through the provision of opportunities to engage in targeted community development activities, students are more likely to become more engaged and civic minded.

## **College Action**

The College will continue the Lively Arts Series which brings professional performances to Suffolk County residents.

## **Lead Responsibility**

Grant Campus Director of Campus Activities

#### **Criteria for Success**

The Lively Arts Series will present 5 productions for community, students, faculty and staff.

#### **Progress**

The Lively Arts Series successfully presented 5 productions and is currently outreaching to community, students, faculty and staff for the 2015-16 performance season.

## Value

By providing professional performances to the local community, the college is fulfilling its community outreach function by enhancing the quality of life for residents of Suffolk County.

## **College Action**

The College will enhance existing and develop new partnerships to expand access to STEM programs

#### Lead Responsibility

College Dean for Continuing Education

#### Criteria for Success

New partnerships will be added

## **Progress**

During the year, the Suffolk County Department of Labor partnered with the College to offer energy and healthcare programs, training opportunities have been extended to all County departments, a partnership with Columbia University was developed for health IT training, the Town of Oyster Bay has expressed interest in our energy training options, and the College has entered into a formal agreement with the North Shore LIJ Health System for ophthalmic externships.

## Value

Strengthening relationships with public and private partners across Suffolk County increases the impact of the College on change lives

## **MIO 2.4**

The College will expand partnerships with local high schools, school districts, and other higher education institutions to ensure successful and smooth transitions from high school to college.

## 2014-2015 PRIORITIZED ACTIONS

## **College Action**

Enhance and strengthen the College's Excelsior program.

## Lead Responsibility

Excelsior program liaison

#### **Criteria for Success**

Increase the number of program level articulation agreements by 5%.

## **Progress**

The Excelsior program added one high school during the 14-15 year and experienced a total enrollment of 3,617 for 12,178 credits. In addition to the Excelsior program, the Early College Program has added two high schools and expects to see increased enrollments during the 15-16 year.

#### Value

These programs allow the College to provide college level coursework to high school students to increase college readiness and decrease the number of courses needed for a postsecondary degree. Also, the College receives approximately \$700,000 of tuition as well as 950 FTE per semester.

#### **College Action**

Expand partnerships with four year college and universities to enhance learning opportunities for College graduates.

#### Lead Responsibility

College Dean of Instruction and College Dean of Enrollment Management

## **Criteria for Success**

Increase the number of student enrollments by 5%.

## **Progress**

The College has attained nearly a 10% increase in the number of program level articulation agreements and there are a number of new agreements in the pipeline with Adelphi, Touro, and FIT in addition to a full review, and updating where necessary, of all agreements that are more than five years old.

## Value

Establishing program level articulation agreements increases the ease of transfer for students and allows students to make better decisions in regards to course-taking with at Suffolk.

# **Institutional Goal 3 - Access and Affordability**

To provide access to higher education by reducing economic, social, geographic, and time barriers.

## MIO 3.1

The College will improve access by developing needed facilities and reducing geographic barriers associated with campus structures and topography through the implementation of the Capital Program as evidenced by specific project completion each year.

#### 2014-2015 PRIORITIZED ACTIONS

## **College Action**

Continued progress toward completion of the College Master Plan.

## Lead Responsibility

**Executive Director of Facilities** 

#### Criteria for Success

The College will see an increase in both the percentage of projects completed and capital dollars expended from 2013-2014 to 2014-2015.

## **Progress**

The number of projects completed and dollars expended increased between 2013-14 and 2014-15.

#### Value

Continuing to complete projects and expend dedicated funds in the Master Plan ensures that facilities and learning spaces are improved and updated.

## **College Action**

Continue progress towards completion of the William J. Lindsey Life Sciences Building and ground breaking for the Learning Resource Center at Grant.

## **Lead Responsibility**

Administrative Director of Education Facilities

## **Criteria for Success**

The Lindsey building will be open for classes for the spring 2015 term and groundbreaking will begin for the Learning Resource Center in spring of 2015.

#### **Progress**

The William J. Lindsey building was opened and functional during the spring 2015 term and the College has broken ground on the Learning Resource Center.

#### Value

The introduction of new technologically advanced facilities for students, faculty, and staff provide increased opportunities to enhance the teaching and learning environment.

## **MIO 3.2**

The College will reduce the economic barriers to higher education by maximizing institutional efficiencies in order to minimize increases in College operating costs, as evidenced by the budget.

#### 2014-2015 PRIORITIZED ACTIONS

#### **College Action**

Through partnership with Cenergistics, the College will participate in behavior modification that will mitigate increases in energy costs.

## **Lead Responsibility**

Executive Director of Facilities/Executive Director College Sustainability Programs

#### **Criteria for Success**

Energy costs will increase by less than 3% between 2013-2014 and 2014-2015.

## **Progress**

The new William J. Lindsay building is now on line and with the additional changes, it is projected that the college will see limited increases to energy costs, per the projections, however, final numbers are not currently available. As a result of the partnership with Cenergistics, the College will be looking at additional criteria for success for the 2015-2016 year.

#### Value

Through reduction of operational costs for energy usage, the College will be equipped to utilize the funds for other purposes including the achievement of IGs and MIOs.

#### MIO 3.3

The College will reduce the economic barriers to higher education associated with limited financial aid by increasing the number of applications for and awards of both merit and need-based scholarships, as evidenced by Foundation update reports, by Fall 2020.

## 2014-2015 PRIORITIZED ACTIONS

## **College Action**

The Office of Grants Development will enhance the grant-related professional development opportunities for faculty.

## Lead Responsibility

## College Assistant Dean for Grants Development

#### **Criteria for Success**

10% of faculty who participate in the training will prepare a grant proposal, participants will score at least 10% higher on the post-training tests of grant writing knowledge, and 80% of faculty will be satisfied with the professional development opportunities.

#### **Progress**

The College exceeded the percentages for faculty participation, pre- and post-test scoring, and satisfaction.

#### Value

Through the provision of professional development opportunities that increase the number of grants obtained by faculty, the academic programs will test new pedagogical approaches that enhance student learning.

## **College Action**

Implement a college-wide scholarship software system with Academic Works.

## Lead Responsibility

College Dean of Enrollment Management

#### **Criteria for Success**

Complete Phase one of the implementation.

#### **Progress**

The College completed Phase 1 of the implementation of the scholarship software system with *AcademicWorks* and the project is ahead of schedule for the "go live" date.

#### Value

When fully implemented, the system will make it easier for students to find information about and to apply for scholarships.

## **MIO 3.4**

The College will reduce social, geographic, and time barriers to academic success through the enhancement of online, web and/or mobile academic and student support by increasing the availability, accuracy and currency of courses, applications and content, as well as the ease and convenience of delivery.

## 2014-2015 PRIORITIZED ACTIONS

## **College Action**

Deliver electronic transcript functionality to SCCC students.

## Lead Responsibility

College Associate Dean for Master Schedule/Registrar

#### **Criteria for Success**

20% of students will make use of the new functionality and satisfaction rates will be at least 75%.

#### **Progress**

Multiple divisions are in the process of ensuring that resources are available and that the initiative is revenue neutral.

#### Value

The College is working to increase the use of technology to reduce the barriers that prevent students from experiencing academic success.

## **College Action**

The college will develop a virtual orientation to provide access to new student information, to all students, not limited to students who can attend campus based orientations.

## Lead Responsibility

Grant Campus Associate Dean of Student Services

#### **Criteria for Success**

The vendor will be selected and the committee will have identified topics.

#### **Progress**

The virtual orientation committee is in the process of identifying content for the virtual orientation. The goal is to have the online orientation program implemented for the 2016-17 incoming students.

#### Value

A virtual orientation will increase the number of students who have access to the important information shared with incoming students.

## **College Action**

The College has entered into a contract for text messaging to provide immediate, updated and accurate communication messaging pertaining to key institutional activities and information.

## Lead Responsibility

College Dean of Enrollment Management

## **Criteria for Success**

The college will utilize new methods of communication to reach out to students for strategic priorities.

#### **Progress**

The system is being finalized and will be functional the end of September.

#### Value

Based on numerous surveys and focus groups, the College has been made aware that the preferred method of communication with students is text messaging.

## **Institutional Goal 4 - Institutional Effectiveness**

To monitor and assess the performance of the institution to ensure continuous improvement in achieving the mission, vision and goals of the college.

## MIO 4.1

All divisions, departments, programs, services and units of the College will, through the implementation of an integrated planning system, monitor and assess outcomes, and communicate evidence that assessments have been used toward continuous improvement in achieving the College's mission, vision, and goals during the period 2013-2020.

#### 2014-2015 PRIORITIZED ACTIONS

## **College Action**

The College will continue to enhance its annual academic assessment system.

## Lead Responsibility

College Dean of Instruction

#### **Criteria for Success**

100% submission of annual academic assessment plans and 20% of the programs will submit evidence that assessment data has improved student learning ("closing the loop").

#### **Progress**

95% of the annual assessment activity reports have been submitted and 10% of the programs have submitted examples of how assessment data has been used to make improvements in student learning.

#### Value

Continual assessment of student learning within the academic programs, including the use of results, ensures continual enhancement of the teaching and learning environment.

## **College Action**

Restructure Academic Affairs to enhance effectiveness.

## Lead Responsibility

Associate Vice President for Academic Affairs

## **Criteria for Success**

Positive evaluation of changes at the end of the nine month process.

#### **Progress**

Realignment of responsibilities and duties have been completed along with a four month check. Additional realignment is under consideration and the VP and AVP are currently reviewing relationships between job descriptions, actual duties, and the reporting structure.

#### Value

There is greater clarity within and outside of academic affairs regarding job responsibilities and as indicated by both chairs and faculty, the establishment of point people has been helpful and appreciated.

## **College Action**

Research, revision, and submission of curriculum revisions to correct errors found in the Inventory of Registered Programs.

## Lead Responsibility

College Associate Dean for Curriculum Development

#### Criteria for Success

100% of program title and registration corrections will be submitted to SUNY for approval.

#### **Progress**

In July 2014, over 30 long-inactive degree and certificate programs were discontinued and removed from the IRP. In November 2014, after an appeal to our SUNY Program Liaison, a technical correction was made to the Nursing A.A.S. registration at the Michael J. Grant campus to reflect that the program is registered in both day and evening format. In June 2015, a program title and HEGIS code correction for the Design (Fashion): Interior Design A.A.S. program was submitted to SUNY for approval. In July 2015, the Liberal Arts and Science Humanities and Social Science degree program was disaggregated and registered as a separate degree programs at NYSED for the Ammerman campus.

#### Value

Ensuring that accurate curriculum information is communicated effectively ensures that students have access to the information they need to make sound academic decisions.

#### **College Action**

Improve storage of paper records to insure environmental compliance with New York State regulations.

## Lead Responsibility

College Associate Dean for Master Schedule/Registrar

## **Criteria for Success**

Meet compliance standards for temperature and humidity levels in paper record storage facilities.

#### **Progress**

Efficient HVAC equipment (newly purchased) will ensure that compliant temperature and humidity levels are maintained. Equipment will be installed in August and proper storage will be ensured.

#### Value

Maintaining the integrity of record collection, dissemination, and destruction are all important to maintain institutional compliance with external regulations.

## **Institutional Goal 5 - Communication**

To promote transparent and effective communication within the college community and between the college community and external constituencies.

## MIO 5.1

Each year during the period 2013-2020, the College will, through written, electronic and face-to-face communication, issue college-wide communication to administrators, faculty, staff, and students in order to promote effective internal communication. In addition, each campus will develop methods to deliver and receive departmental and divisional input about their mission-related activities.

#### 2014-2015 PRIORITIZED ACTIONS

## **College Action**

The Office of Academic Affairs will provide a web-based Academic Affairs Handbook published to the faculty portal.

## **Lead Responsibility**

Associate Dean for Curriculum Development

#### **Criteria for Success**

The handbook will be made available prior to the start of the 2015-2016 Academic Year.

#### **Progress**

All of the necessary documentation for the handbook has been compiled and it is in the process of being digitized.

#### Value

Ensuring that all important academic policies, procedures, and guidelines are in one location increases the College's compliance with pertinent external statutes

#### **College Action**

Enhanced navigation and streamlined contents on the MySCCC portal to faculty, students, and administration.

## Lead Responsibility

College Associate Dean for Master Schedule/Registrar

## **Criteria for Success**

Satisfaction rates from faculty, students, and administrators will be at 70 percent for each function.

## **Progress**

The criteria for success were met. Plans are in discussion to communicate with students earlier about priority registration and the next survey will be conducted in early fall 2015.

#### Value

Providing greater functionality and enhanced communication to students will enhance their experience with the College .

## **College Action**

Enhanced awareness of and satisfaction with the priority registration process.

## **Lead Responsibility**

College Associate Dean for Master Schedule/Registrar

#### **Criteria for Success**

Increase awareness of the priority registration process from fall 2014 to spring 2015.

## **Progress**

Surveys conducted in the fall of 2014-indicated that 76% of students were aware of priority registration and in the spring of 2015, 93 % were aware of priority registration as a result of established communication methods. An assessment will be conducted to ascertain the reasons that students did not register during the priority time frame. In addition, email communications will start earlier and there are discussions about communicating with students earlier about priority registration.

#### Value

Providing the opportunity for students to secure their schedule early increases the changes they will receive their desired schedule and decreases the chances for additional semesters.

## **College Action**

Relevant department heads and first responders will be surveyed to determine their level of actionable awareness of the College Emergency Response Plan (ERP).

#### Lead Responsibility

**Executive Director for Risk Mitigation** 

#### **Criteria for Success**

Individuals targeted to take this survey will complete it within a week and will answer a minimum of 75% of questions correctly.

## **Progress**

The ERP has been fully assessed and amended and the above-indicated survey/test ("Criteria for Success") can be launched immediately after the target subjects have been notified of their mandatory participation in a skills survey/test and provided a brief timeframe to review the ERP's main features.

#### Value

The assessment and amendment of the ERP has resulted in all standards, practices, policies and protocols contained therein being aligned with current best-practices.

#### MIO 5.2

Each year during the period 2013-2020, the College will, through written, electronic, and face-to-face communication issue information to external constituents and stakeholders about College and student initiatives and accomplishments, as well as community outreach programs, in order to promote the value the College brings to Suffolk County and its citizens.

#### 2014-2015 PRIORITIZED ACTIONS

#### **College Action**

Institution of a college wide call center.

## Lead Responsibility

College Dean of Enrollment Management

#### **Criteria for Success**

An audit will be performed to determine if response times and rates after institution of the call center reflect improvement.

## **Progress**

The decision was made to bolster existing centers on the Eastern and Michael J. Grant campuses and develop a center on the Ammerman campus. The Executive Dean and Associate Dean of Student Services are working with Central Student Affairs for a planned January 2016 start date.

## Value

Providing campus specific call centers will allow the staff to provide more relevant, current, and direct support to students based on their home campus.

#### **College Action**

The College will target and survey external population (parents, high school juniors and seniors, and high school guidance counselors to ascertain the level of awareness of the "I got my start" campaign.

## Lead Responsibility

Associate Dean for Institutional Advancement

#### **Criteria for Success**

At least 75% of each targeted group will express positive impressions regarding the campaign.

## **Progress**

Nearly every question received a 90% or higher positive score. As a result of the assessment, the unit will be expanding the ad campaigns during the spring of 2016 and will utilize the open ended comments, where appropriate, to adjust message and approach.

#### Value

The College is documenting that the advertising efforts are well received by the community and will be able to continually modify the message to ensure continued success.

## Institutional Goal 6 – Diversity

To reflect the ethnic, demographic, and economic composition of Suffolk County.

## MIO 6.1

Each year during the period 2013-2020, the College will foster and demonstrate measurable improvement in decreasing ethnic disparities within its instructional and non-instructional faculty and staff for pan-cultural groups.

## **College Action**

Measure the applicant and finalist pools and hiring results for increases to the institutional diversity index.

## Lead Responsibility

Affirmative Action Officer and AVP for Employee Relations

#### Criteria for Success

The institutional diversity indices will increase for instructional and non-instructional staff.

## **Progress**

The College has made tremendous strides regarding the diversification of job listings to encourage a more diverse pool of applicants. In addition, search committees are provided not only with information on the diversity of the pool, but are presented with information on the importance of diversifying the faculty and staff at the College.

#### Value

By diversifying the applicant pools, the College continues to strive towards a more diverse environment that ensures greater representation of the diversity of the county and state.

## **MIO 6.2**

Each year during the period 2013-2020, the College will decrease achievement disparities among pan-cultural groups and across socioeconomic groups by developing partnerships and approaches aimed at decreasing the need for developmental education, improving the rate of persistence Fall-to-Spring for first-time, full-time freshmen, and improving graduation and transfer rates for these populations.

#### 2014-2015 PRIORITIZED ACTIONS

#### **College Action**

Students will have the opportunity to participate in the Black Male & Associates Network, which is designed to provide support and motivation towards academic success.

## Lead Responsibility

College-Wide Coordinator for Multicultural Affairs

#### **Criteria for Success**

15 students will participate in the 2014-15 academic year and the group average grade point average will be above a 2.5.

## **Progress**

The criteria for success was partially met with 16 participants and a group grade point average of 2.4. Secondly, of the 16 participants 10 students persisted (78% retained for Fall 2015) to Fall 2015 and 2 graduated. The program will continue with hopes of expanding the number of student participants.

#### Value

This program provides educational support designed to increase opportunities for student success.

## **College Action**

Students from underrepresented groups will have the opportunity to engage in student leadership through the Minority to Majority Leadership Academy.

## Lead Responsibility

College-Wide Coordinator for Multicultural Affairs

## **Criteria for Success**

30 students from underrepresented groups will participate in the Minority Leadership academy and then move into other student leadership positions on campus.

#### **Progress**

The criteria for success were partially met. A total of 34 students participated in the leadership academy of this group 21 moved into other leadership positions. Of the 34 participants, 24 enrolled for Fall 2015 and 1 graduated.

#### Value

This program provides opportunities for students of color to enter into positions of leadership and participate in co-curricular activities associated with greater student success.