

# Suffolk County Community College **2016 – 2017 Operational Plan**



Office of Planning and Institutional Effectiveness  
October 2016

## Suffolk County Community College 2016 -- 2017 Operational Plan

As outlined in the *Comprehensive Assessment Plan for Institutional Effectiveness (CAPIE)*, each year the President of the College charges his Cabinet 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, to Middle States Standards, to the President's Annual Goals, and new this year, to Achieving the Dream Institutional Capacities. 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 President, is reviewed by the Strategic Planning Council. This review serves as an accountability measure in the process, and the Council may make suggestions regarding the planning process (timelines, templates, communication, etc.).

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

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

**Middle States Standards:** 1. Mission and Goals; 2. Ethics and Integrity; 3. Design and Delivery of the Student Learning Experience; 4. Support of the Student Experience; 5. Educational Effectiveness Assessment; 6. Planning, resources, and Institutional improvement; and 7. Governance, Leadership, and Administration.

**Achieving the Dream Capacities:** Student-Centered Focus; 1. Leadership and Vision; 2. Data and Technology; 3. Equity; 4. Teaching and Learning; 5. Engagement and Communication; 6. Strategy and Planning; and 7. Policies and Practices.

### **2016-2017 President's Goals:**

*Goal 1:* With the appointment of the new Senior Associate Vice President of Workforce Development, Community Partnerships, and STEM CTE, the College will review, assess and make recommendations for the seamless alignment of all programs within that area. (Workforce, Community, STEM CTE)

*Goal 2:* Through the implementation of action items linked to our comprehensive Enrollment Management and Student Engagement plans, we will work to stabilize College enrollment and grow student retention. (Enrollment/Engagement)

*Goal 3:* In 2016-2017 I will work even more closely with the Foundation to build on the successes we achieved last year and the new culture of support for the College we have established to raise even more funds for student scholarships and innovative programs. (Foundation)

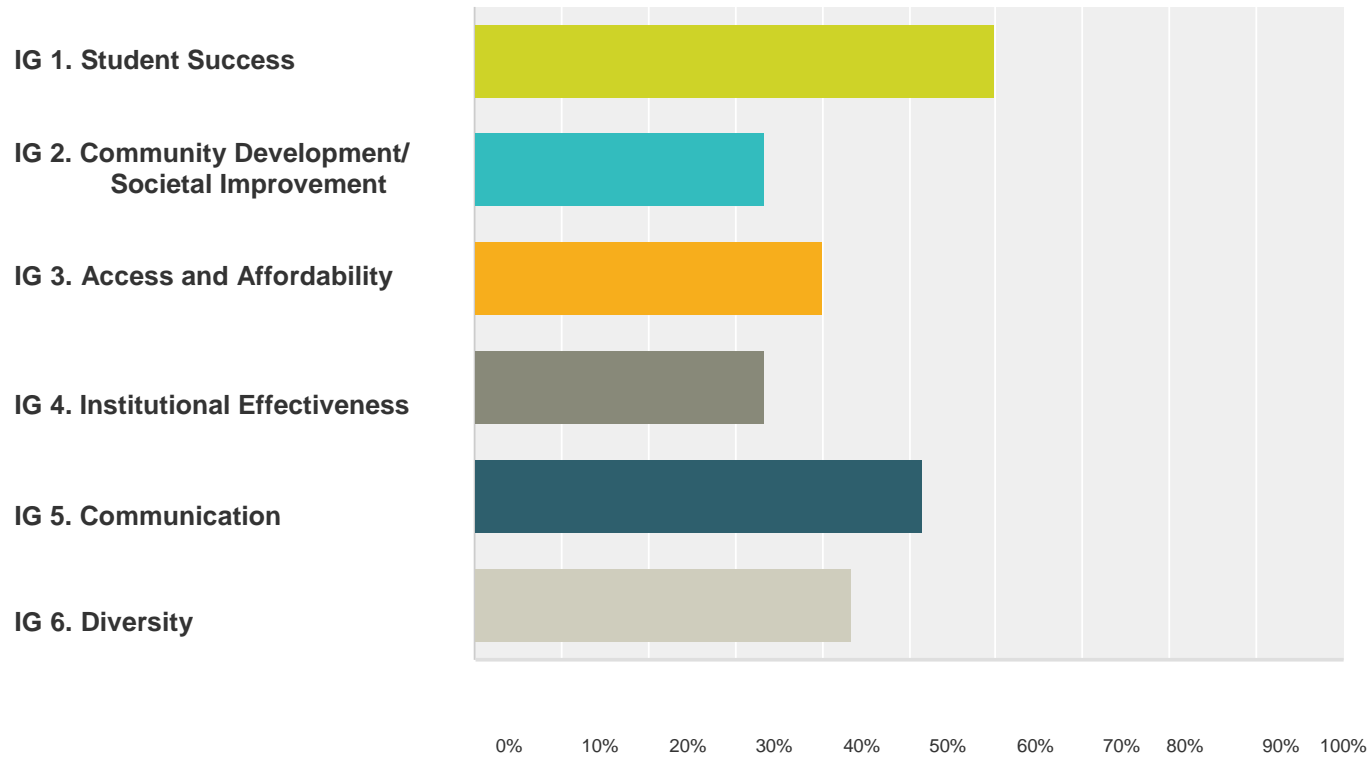
*Goal 4:* I will continue to personally direct and support the efforts of the Middle States Self-Study committees as they gather evidence of our compliance with the Middle States Commission on Higher Education new Standards to generate an exceptional Self-Study report for submission to the Commission. (Self-Study)

*Goal 5:* Middle States and SUNY officials have told us we need to be more outspoken about our successes, and so the College will utilize its work on new metrics to gauge effectiveness and engage new opportunities to “tell our story” and communicate the successes of community colleges and Suffolk, in particular. (Communicate Success)

*Goal 6:* Use Achieving the Dream and its focus on “equity” to strengthen our efforts regarding the College's Diversity goal. (Diversity)

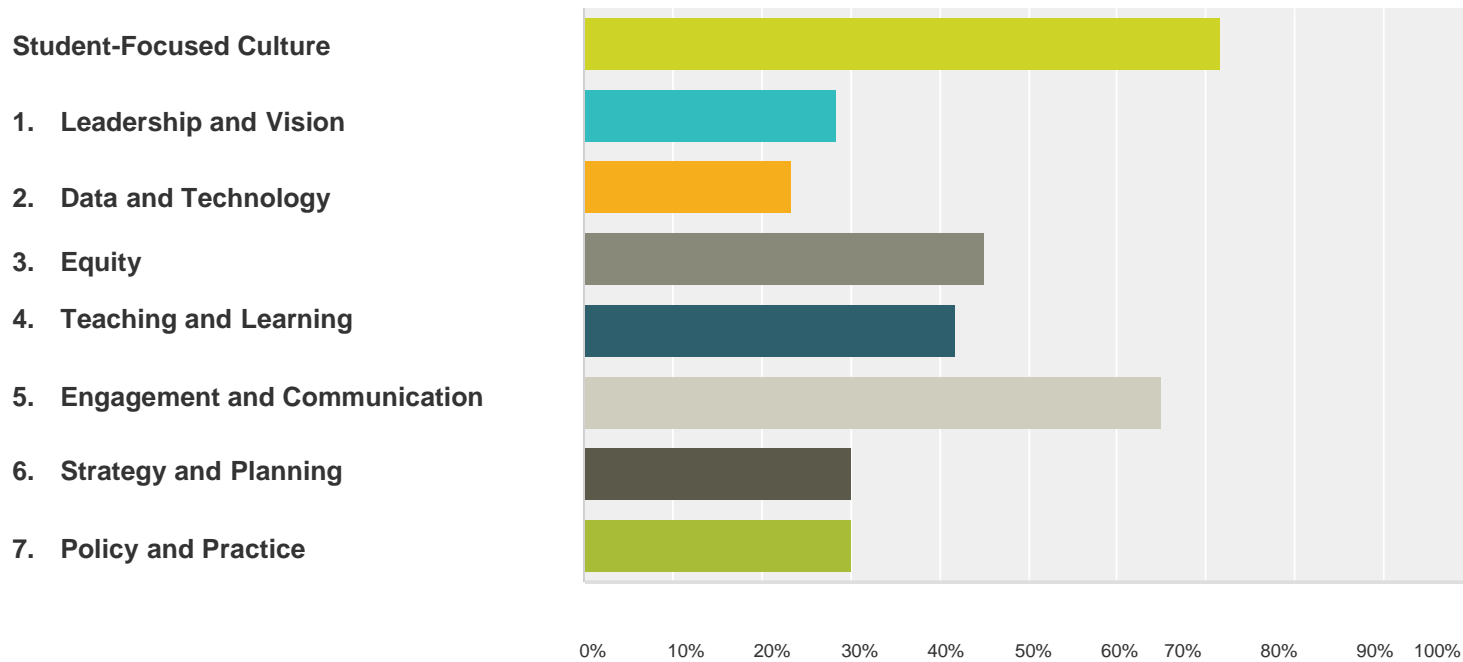
The charts below indicate the percent of actions/initiatives addressing each focus area in the Goals, Standards, Capacities, and/or President's Goals.

### Institutional Goals (IGs)



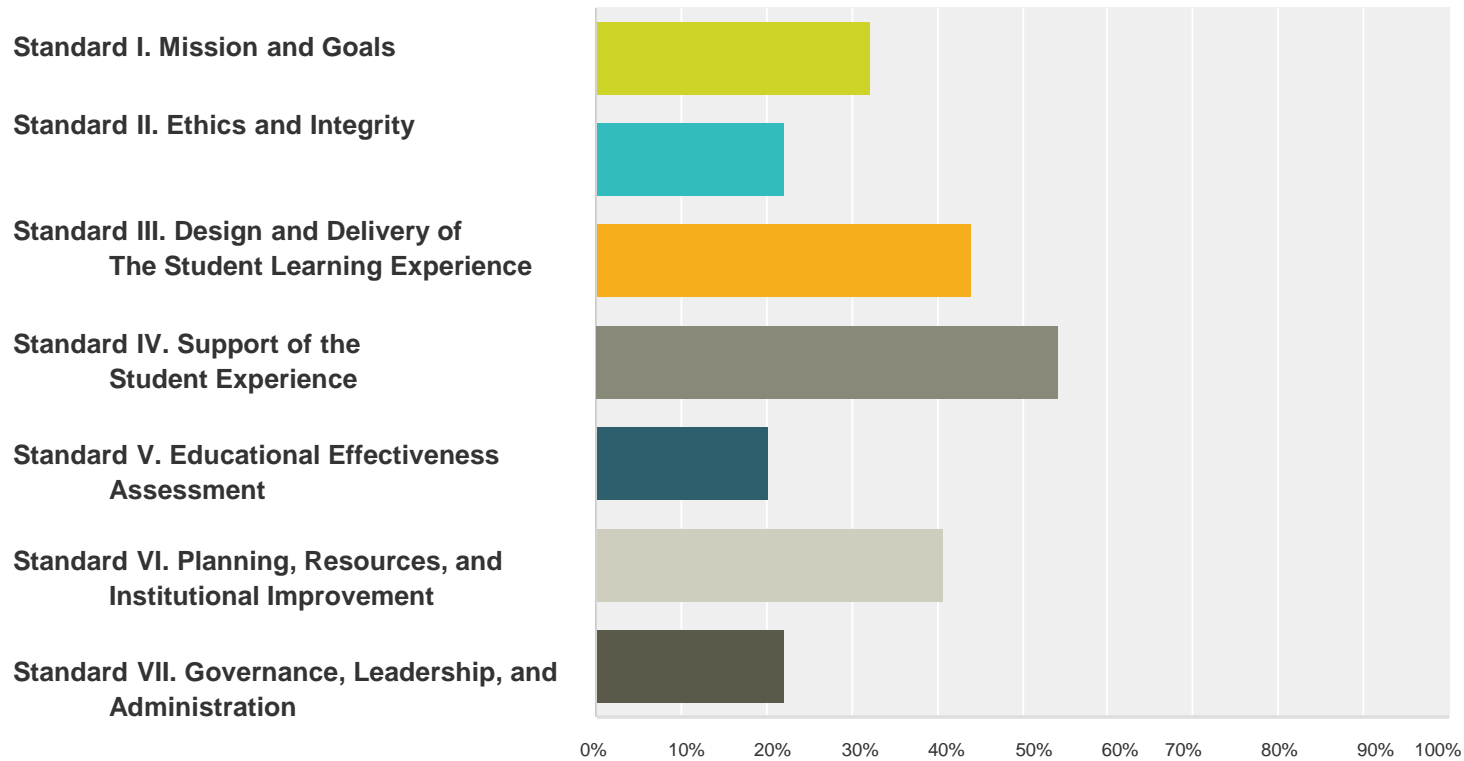
Percent of Action Items/Initiatives addressing each Institutional Goal		
IG 1. Student Success	<b>60.00%</b>	36
IG 2. Community Development/Societal Improvement	<b>33.33%</b>	20
IG 3. Access and Affordability	<b>40.00%</b>	24
IG 4. Institutional Effectiveness	<b>33.33%</b>	20
IG 5. Communication	<b>51.67%</b>	31
IG 6. Diversity	<b>43.33%</b>	26

## Achieving the Dream Institutional Capacities



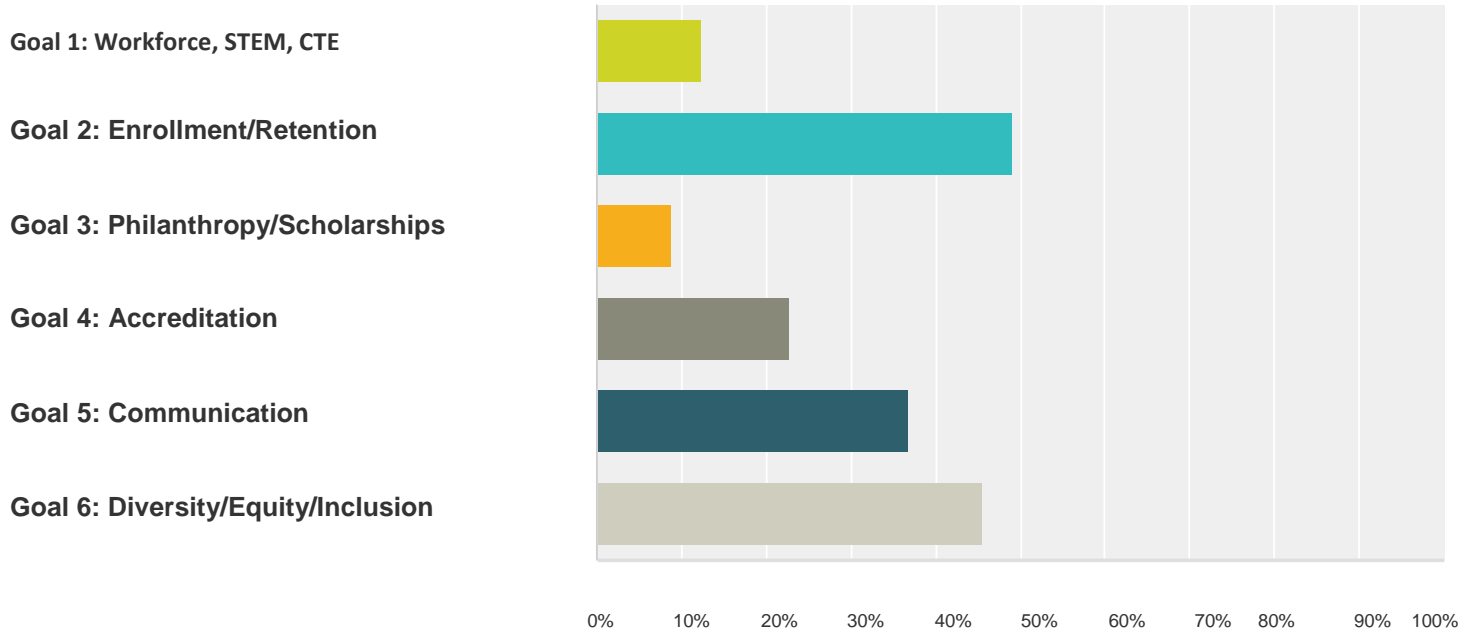
Percentage of Actions/Initiatives addressing AtD Capacities		
Student-Focused Culture	<b>71.67%</b>	43
1. Leadership and Vision	<b>28.33%</b>	17
2. Data and Technology	<b>23.33%</b>	14
3. Equity	<b>45.00%</b>	27
4. Teaching and Learning	<b>41.67%</b>	25
5. Engagement and Communication	<b>65.00%</b>	39
6. Strategy and Planning	<b>30.00%</b>	18
7. Policy and Practice	<b>30.00%</b>	18

### Middle States Standards



Percentage of Actions/Initiatives addressing each Middle States Standard		
Standard I. Mission and Goals	26.32%	15
Standard II. Ethics and Integrity	14.04%	8
Standard III. Design and Delivery of the Student Learning Experience	36.84%	21
Standard IV. Support of the Student Experience	52.63%	30
Standard V. Educational Effectiveness Assessment	17.54%	10
Standard VI. Planning, Resources, and Institutional Improvement	38.60%	22
Standard VII. Governance, Leadership, and Administration	14.04%	8

### President's Goals



Actions/Initiatives addressing President’s Annual Goals:		
Goal 1: With the appointment of the new Senior Associate Vice President of Workforce Development, Community Partnerships, and STEM CTE, the College will review, assess and make recommendations for the seamless alignment of all programs within that area.	12.28%	7
Goal 2: Through the implementation of action items linked to our comprehensive Enrollment Management and Student Engagement plans, we will work to stabilize College enrollment and grow student retention.	49.12%	28
Goal 3: In 2016-2017 I will work even more closely with the Foundation to build on the successes we achieved last year and the new culture of support for the College we have established to raise even more funds for student scholarships and innovative programs.	8.77%	5
Goal 4: I will continue to personally direct and support the efforts of the Middle States Self-Study committees as they gather evidence of our compliance with the Middle States Commission on Higher Education new Standards to generate an exceptional Self-Study report for submission to the Commission.	22.81%	13
Goal 5: Middle States and SUNY officials have told us we need to be more outspoken about our successes, and so the College will utilize its work on new metrics to gauge effectiveness and engage new opportunities to “tell our story” and communicate the successes of community colleges and Suffolk, in particular.	36.84%	21
Goal 6: Use Achieving the Dream and its focus on “equity” to strengthen our efforts regarding the College’s Diversity goal.	45.81%	26

**ACTIONS/INITIATIVES**

Division/ Campus	Responsible Executive(s)	Activity, initiative, or action developed to assist the College in addressing one or more of its Institutional Goals.	Lead Responsibility	Criteria for Success	Institutional Goals	Achieving the Dream Capacities	Middle States Standards	President's Goals
Student Affairs / Ammerman Campus	Executive Dean, Associate Dean of Student Affairs	Students with Disabilities Enrollment Project. The Admissions and Disability Services Offices will work together to improve communication and the flow of information between students who request disability services on their initial admissions application and the disability services office. This pilot project will be an attempt to test a new system that will seek to “close the gap” between the initial admissions application and the forwarding of the student’s information to the DS office.	Associate Dean of Student Affairs, Director of Disability Services	A significant increase in the communication between the pilot project high schools and the Ammerman Campus Office of Disability Services.	3  6	SF  3	IV	P6
Academic Affairs / Ammerman Campus	Executive Dean, Associate Dean of Academic Affairs	Automotive Admissions Program: The Ammerman Campus Admissions and Automotive Technology Departments will work to create a new admissions model for the Automotive Technology Program. This initiative will seek to address the "application gap" that exists between overall applications to central admissions compared to automotive applications received by the automotive department. This effort will seek to raise the number of automotive program applicants by streamlining the application process and removing roadblocks in the existing admissions process.	Associate Dean of Academic Affairs, Chair of the Automotive Technician program	An increase of 15% of received applications to the Automotive Technician program.	3  6	SF  3	III	P6

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Library / Ammerman Campus	Executive Dean, Head Librarian	Spring semester: Create a program with external visitors participating in demonstrating the history of radio and TV on Long Island. Assignment tied to curriculum in Prof. Whitnum's class and reception honoring radio pioneers on LI.	Head Librarian, Chair of RTV Program	Implementation of the planned program will serve as measurement of the success of establishing this program.	2	5		P3  P5
Library and Academic Affairs / Ammerman Campus	Executive Dean, Head Librarian	COL Library Instruction: Group activities for increased student engagement and learning opportunities for COL library instruction. Improved critical thinking and understanding of library resources. Pilot of handout and group activities modality for Fall semester. In Spring 2016 semester all non-career related COL classes will use same handout and modality to assess student engagement and critical thinking. Increase in qualitative selection of keywords for research. By the end of the academic year, 80% COL classes will use form. Hashtag subject headings reflect critical thinking. Hashtag subject headings to be compared to Search All database subject headings to see which ones retrieved better articles and increased number of relevant articles. Qualitative evaluation.	Executive Dean, Head Librarian	By the end of the academic year, 80% COL classes will use form.	1	SF  4	III  V	P4
Academic Affairs, Ammerman Campus	Associate Dean for Academic Affairs, Chair of the English Department	Accelerated Learning Program (ALP): Year 2. Students take ENG010 and ENG101 simultaneously in order to learn writing skills in an intense and extended learning environment with the same professor. We will continue to work with the faculty and deans involved in this initiative to track	Executive Dean, Associate Dean for Academic Affairs	There will be an 25% increase in success rates among the student/participants in the ALP, as opposed to the traditional sequence of courses.	1	SF  3	V	



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		student progress and assess whether or not this program should be adopted on a larger scale. This will be the second year of the program.						
Ammerman Campus	Executive Dean	Proactive Advising :Year 2 The project will continue this academic year. 17 of the original 25 first level developmental students are still enrolled as of October 14,2016.	Associate Dean of Student Affairs	70% of first-level developmental students will remain enrolled after the academic year.	1 3 6	SF 3	IV	P6
Student Affairs	Vice President for Student Affairs	E-Transcripts Secure, efficient transmission of official transcripts; insures expedited transcripts without additional cost to students; supports the processing of other SUNY institutions utilizing Credentials as well as SUNY initiatives such as Reverse Transfer and Applied/Experiential learning. This functionality will solve the issue of delivering official transcripts in time to support SCCC students' ability to transfer to other institutions or provide documentation to prospective employers. The electronic transmission format is secure, and more timely than U.S. mail. In addition, the solution provides tracking of retrieval and production of transcript requests. The electronic solution will result in reduced purchases of official transcript paper, envelopes and postage.	College Associate Dean/Registrar Administrator, Central Records Office Computer Information/Ne tworking Administrators	Increase in student utilization of electronic transcript request software. Decrease in current process of requesting of hard copy documents be printed and sent via mail. Delivery of services will be direct and meet deadline expectations-- supporting students ability to provide documentation of completion/credentials. Approximately 20% of transcripts will be requested electronically during the first year of implementation.	1 3 5	SF 1 2 3 6 7	I IV	P2 P6

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Student Affairs	Vice President for Student Affairs	Update Student Email Addresses and Phone Numbers Student addresses are constantly and frequently found to be incorrect, with "undeliverable" mail being returned on a regular basis. This causes hours of research as offices attempt to contact students for updated information. The inability to effectively reach students by mail causes multiple problems related to their enrollment and obligations to the College. Similarly, we miss out on the opportunity to contact students by phone due to numbers being incorrect. This negatively affects our ability to reach out to students at peak times of the year. Finally, we have invested in text communication software. However, despite several communications to students to update their text phone, the vast majority of our students have not yet done so. Students who do not enter a text phone # cannot receive our text messages. A forced survey will go a long way in rectifying this situation--and will enhance the efforts of enrollment services offices to quickly deliver key information.	College Associate Dean/Registrar Computer Information/Networking Administrators	Mail, Phone and Text Message outreach will result in an increase in the effective delivery of communications. Surveys will be conducted to determine how students received information related to key events and directives.	3 4 5 1	SF 1 2  5 6 7	I  IV  VI	P2
Michael J. Grant Campus	Executive Dean Associate Dean of Student Services	Complete redesign of intake process of students enrolling at the campus including redesigning how students move from admissions, testing, counseling, registration, financial aid and bursar to foster student enrollment and completion.	Associate Dean of Student Services Assistant Dean of Student Services Directors of	To increase the current number of students "lost" in the enrollment process. Currently we lose 35% of students from Admissions Applications to Testing. We would like to reduce	1  5	SF	IV	P2

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			Student Services	this number by 10% summer of 2017.				
Michael J. Grant Campus	Executive Dean Director of Plant Operations	Design, Construction, and / or Open the Following New Buildings: 1. Learning Resource Center (New Building - Capital Project) 2. STEM Building (New Building - Capital Project) 3. Plant Operations Building (New Building - Capital Project) 4. Saktikos Arts Center (Renovation- Capital Project) This will include working through the RFP Process, working with the architect and builders, prepare the building for opening (and reallocation of space vacated by opening of new building).	Executive Dean Director of Plant Operations Central Engineering	1. Learning Resource Center (New Building - Capital Project) - Target: Opening of Building this Summer 2. STEM Building (New Building - Capital Project) - Complete RFP and Design with Architect 3. Plant Operations Building (New Building - Capital Project) - Complete RFP and Design with Architect 4. Saktikos Arts Center (Renovation- Capital Project) - Work with Design Committee to produce a Phase 1 RFP Document	1	SF	IV	
Michael J. Grant Campus	Campus Associate Dean of Academic Affairs Campus Assistant Dean of Student Services	In order to provide continued support to students the staff in the Faculty Advising and Mentoring Centers and Admissions are outreaching to continuing students who have not yet registered for the following semester. Goals • Provide a direct contact to continuing students to register for courses. • Triage and find appropriate resources for students who are unable to register for courses. Objective: To develop relationships with continuing students so that they are aware of the resources and support available	Campus Associate Dean of Academic Affairs Campus Assistant Dean of Student Services	Foster semester to semester retention (working on an appropriate target)	1 3	SF  5	IV	P2

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		regarding academic planning and registration.						
Michael J. Grant	Associate Dean of Academic Affairs Campus Executive Dean Academic Chairs	Grant Campus Initiative-Transitional Scholars Learning Community: In order to support students who have been identified as at-risk regarding their retention and success, the faculty worked collaboratively with the Grant campus leadership to develop a learning community. The community will be comprised of 42 students. The faculty will be working in learning teams and discuss student progress regularly, prepare joint lessons and assignments, advise students and reach out to support services as needed for individual students. Objective: To create a "safety-net" to reach a student before they begin to fail or leave the College.	Associate Dean of Academic Affairs Academic Chairs	The students who participate in this program will demonstrate strong sense of belonging to the College. 65% of students who participate in this program will successfully complete the academic semester (Fall 2016) and return the following semester (Spring 2017).	1	SF  3 5	III IV	P2
Michael J. Grant Campus	Executive Dean Assistant Dean Academic Affairs Associate Dean Student Services TLC Coordinator	Using feedback from cohort 1 revise and implement a second cohort Faculty Learning Community Program (FLC) and offer two staff development opportunities for faculty, chairs and coordinators/specialist per semester to enhance teaching practices in gateway courses and with diverse student populations, retention /completion rates and improve communication and leadership. Special outreach to adjunct faculty as well as departmental development programs for Academic and Student Affairs Personnel.	Executive Dean Assistant Dean Academic Affairs Associate Dean Student Services TLC Coordinator	1. FLC Participation (attracting and enrolling a second cohort for the FLC) 2. Adjunct Meeting Participation (in the new established Campus Adj. Meeting Program) 2. Foster a 2% increase in gateway courses	1  5 6	SF  3 5	III IV	P2  P5 P6

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Eastern Campus	Executive Dean	Expand professional development opportunities to all members of the campus community. Programming will be directed at (1) creating a safe, secure campus that (2) reflects an appreciation for the individual experience, (3) values diversity, inclusion, success through good work and engagement, and (4) recognizes the importance of sustainability and environmental awareness and protection.	Campus Associate Dean for Student Services Campus Assistant Dean for Educational Programming & Resources	Initially, success will be measured by number or events, attendance and post-program survey results. Our ongoing success will be determined by observing campus improvement directly related to achieving the learning outcomes of the professional development programs (reduced energy costs, more recycling, improved service to all constituents), expanded diversity awareness and services, etc.)	1 2 4 5 6	SF  3 4 5	I II IV VI	P6
Eastern Campus	Executive Dean	Improve retention and enrollment in English as a Second Language, non-credit programming while improving the student's campus and college participation and engagement.	Executive Dean College Director of English as a Second Language Programs Campus Coordinator for ESL	2016-17 Academic Year - First time enrollment will increase by 15% from previous academic year (by term). Overall completion rate will increase by 10% from previous academic year. Student survey will support increased satisfaction with campus facilities, services, faculty and staff support, and general impression. Program will be given more publicity in community using a	1 5 6	SF  3 4 5	IV V	P2 P5 P6

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				variety of media. Use number of articles, announcements, etc. to measure progress. At least four public communications will be developed and shared during the academic year.				
Student Affairs	Vice President for Student Affairs	2016 -2021 Strategic Enrollment Plan * Completion of two (2) Action Plans for each cohort group * Committee members will select the two (2) Action Plans for development and implementation for the 2016-2017 academic year with the associated costs.	College Dean of Enrollment Management and Campus Directors of Admissions.	The identification of two Action Plan items from the cohorts selected by the cohort committee members, success will be 66% of the Action Plans implemented with a 2-3% increase of the identified cohort enrollment increase.	1 2 3 4 5 6	SF 1 2 3 5 6 7	I II IV VI	P2     P6
Student Affairs	Vice President for Student Affairs	Research the implementation of a fully functional Customer Relationship Management system for the College's admissions operation. The current manual system of communicating with students does not support an efficient communication plan for prospective students who make inquiry. The CRM system should provide for greater increase yield from inquiry to enrollment. The College's response to a student's inquiry does not provide for the current best practice for communicating with prospective students. The CRM system would enhance the College's communication plan as well as provide data to assess	College Dean of Enrollment Management and College Directors of Admissions	A ten percent (10%) increase in the yield rate of inquiry to enrollment.	1 3 4 5 6	SF 2 3 5 6 7	I II IV VI VII	P2    P6

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		areas of information delay to prospective students.						
Student Affairs	Vice President for Student Affairs	Selection of the following two (2) Action Plan recommendations from the completion of the Admissions AES Unit Review: 1. Staffing * Development of a Professional Assistant position description to assist with the implementation of the 2016-2021 Strategic Enrollment Plan as well as provide direct assistance with community/civic outreach and exposure which was highly recommended by the outside reviewers. * Develop a job description and qualifications for student ambassadors to assist with campus recruitment activities in support of the 2016-2021 Strategic Enrollment Plan. The student ambassadors would be paid through College-Workstudy funding. A training manual would be developed. * Develop a training manual for alumni ambassadors to assist with community and civic recruitment which supports the 2016-2021 Strategic Enrollment Plan and provides for greater exposure of the College within the community. 2. Intra-structure * Complete renovation to the Admissions Offices at the Ammerman and Michael J. Grant Campuses, the outside reviewers were extremely critical of the layout, functionality of the current assigned space for admissions staff and services	College Dean of Enrollment Management and the College Directors of Admissions	Professional Assistant - Identification of an existing line to convert to a Professional Assistant in the 2017-2018 budget to support both the implementation of the 2016-2021 Strategic Enrollment Plan and the Student Engagement Plan. The measure of success of the Student Ambassador action plan which would allow for assistance with on- campus recruitment activities would be the development of the Student Ambassador training manual, training a cohort of students and the assignment of the students through the College-work Study program of at least ten (10) Student Ambassadors. The measure of success of the Suffolk Alumni Recruitment Team action plan which would allow for assistance with community and civic	1  3  5 6	SF 1  5	I II  IV  VI VII	P2   P5 P6

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		as well as the confidentiality issues. The admissions Office is the first impression of the institution, the space should reflect the branding of the institution.		events; the development of the Suffolk Alumni Recruitment Team training manual, training a cohort of alumni and assigning members of the Suffolk Alumni Recruitment Team one quarter of the community and civic events from the Office of Enrollment Management's recruitment calendar. Intra-structure - Funding placed in the respective campuses operating budgets to support the design and renovation of the Admission Offices space.				
Student Affairs	Vice President for Student Affairs	In support of new student recruitment, Disability Services will identify and outreach to additional partners to share information regarding opportunities at Suffolk County Community College. The office will determine the number of outreach events (high schools, community resources and government agencies) they attended during the 2015-16 academic year and also track the number of outreach events they attended during the 2016-17 academic year.	College Assistant Director of Disability Services in coordination with Disability Counselors college wide.	Disability Services will increase outreach by 15%.	3  6	SF  3  5	IV  VI	P5 P6



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Student Affairs/ Ammerman Campus	Vice President for Student Affairs and Executive Dean of the Ammerman Campus	Space Utilization and Testing Accommodation Needs for Disability Services on Ammerman Campus. In order to provide appropriate testing accommodations, Disability Services will assess the current structure and develop an action plan for improvement. The office will determine the number of times testing accommodations spaces change after being secured for a student to test. We will evaluate the appropriateness of space and facilities in accordance with ADA guidelines.	College Assistant Director of Disability Services	A total of 85% of testing accommodations will remain in the same space as predetermined by the Office of Disability services.	1       6	SF  3 5 6	V VI	P4  P6
Student Affairs	Vice President for Student Affairs	Financial Aid will increase the education of current students, prospective students, and the community on how to finance their college education. 1. Outreach to all faculty who teach college seminar classes. 2. Presence at financial aid nights at feeder high schools. 3. Participation at College Open House and SUNY Financial Aid Day.	College Director of Financial Aid and Campus Directors of Financial Aid	1. Increase the number of FAFSA applications by 4%. 2. Increase the number of students receiving financial aid (federal aid, state aid, scholarships, and/or loans) by 2%.	1  3  5	SF    5	IV	P2  P6
Student Affairs	Vice President for Student Affairs	Decrease the Number of Students who Lose their Financial Aid Eligibility	College Director of Financial Aid, and Campus Directors of Financial Aid	70% of students will pass satisfactory academic progress in the 16-17 academic year, an increase of 8% from the 15-16 academic year.	1	SF  5	I  VI	P2
Student Affairs/Acade mic Affairs	Vice President for Student Affairs Vice President for Academic Affairs	Review and revise the student complaint policy and procedures.	Vice President for Student Affairs Vice President for Academic Affairs College	An updated student complaint policy will be implemented and three areas of concerns will be identified.	1	SF	II  IV	P4

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			Assistant Dean for Student Engagement Assessment			7		
Student Affairs	Vice President for Student Affairs	Begin implementation of student engagement plan proposal for undecided students.	College Assistant Dean for Student Engagement Assessment	As a result of phase one of the undecided student engagement plan, undecided students will be identified beyond identification in Liberal Arts General Studies.	1	SF  7	IV	P2
Office of Academic Affairs	Vice President of Academic Affairs	Development of an Institutional Educational Goals assessment plan to be implemented in 2017- 2018.	College Dean of Instruction for Assessment and Accreditation and General Education Faculty Coordinator	Completion of the Assessment Plan for Implementation in Academic Year 2016- 2017	1  4	3	V	P4
Office of Academic Affairs	Vice President of Academic Affairs	Create and maintain document repository in Nuventive for all the accredited programs and Middle States accreditation evidence.	College Dean of Instruction/Acc reditation Specialist	Creation of online document repository Fall 2016. Maintenance of repository is ongoing.	4	2	VI	P4 P5
Academic Affairs/Central	VP for Academic Affairs	A definitive plan will be put forward for development of new curriculum initiatives connected with the proposed Renewable Energy & STEM Center at the Grant Campus.	VP for Academic Affairs	Hiring of new faculty, or designation of program/curriculum development lead.	2  4	4  6	III  VII	P1  P5
Academic Affairs/Central	Executive Director of Sustainability Programs	Utilizing the AASHE STARS framework, a benchmark for institutional sustainability will be established and contribute towards the stated goals of	Executive Director of Sustainability Programs	Leveraging the influence of the newly created President's Sustainability Council, a means of benchmarking and	2  4 5	1	I  V	P1  P5

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		our participation in the New York State REV Campus Challenge.		assessing sustainability efforts in all aspects of college activity will be established.		5 6 7	VI VII	
Student Affairs/Central	Executive Director of Sustainability Programs Vice President of Student Affairs	<ul style="list-style-type: none"> <li>Collect baseline data for transportation needs, methods, and options among current student population, and its relative correlation to student retention/completion.</li> <li>Develop specific initiatives to facilitate sustainable and affordable transportation options for students to access our campuses.                             <ul style="list-style-type: none"> <li>Public Transportation § Suffolk County Transit § LIRR § Possible shuttle operations</li> <li>SCCC • Stony Brook</li> <li>Ride Sharing</li> <li>Private On-Demand Services § Uber § Chariot § Zip-Car</li> <li>Biking</li> <li>Enhanced informational services/Education</li> <li>Identification of budgetary resources</li> <li>Creation of incentives for alternate (non-S.O.V's) transportation use</li> </ul> </li> </ul>	Executive Director of Sustainability Programs VP of Student Affairs	A solid understanding of the relationship between transportation and student success will be established, and ongoing tracking methods developed. A 5% shift of students away from single occupancy automobiles will be realized.	1 2 3 4 5 6	SF 1 2 3 5 6 7	II IV VI	P2 P3 P5 P6
Academic Affairs/Central	Executive Director of Sustainability Programs	Formation of President's Sustainability Council. Creation of a new organizational structure to advance all seven dimension of sustainability at Suffolk County Community College. Committee will identify specific goals, ways and means – ideally incorporating development of a Green Revolving Fund to make this effort self-sustaining.	Executive Director of Sustainability Programs Vice President for Academic Affairs College President	Committee will be established, membership appointments made, meetings convened, goals set.	1 2 3 4	1 5 6 7	I VI VII	P3 P5
Academic Affairs	College Associate Dean of Curriculum Development	Create a series of curriculum development workshops.	College Associate Dean for Curriculum Development	Develop topics and schedule by November 15, 2016.		SF 5	III	P4

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Academic Affairs	College Assistant Dean of Curriculum Development	Expand faculty advising through increasing faculty participation and student use of the Academic Advising and Mentoring Centers.	College Assistant Dean for Curriculum Development	Increase faculty participation by 10% and student participation by 5% by May 2017.	1	SF 1  3 5	III IV	P2
Academic Affairs	College Director of Student Support Services	Demonstrate a higher rate of academic success and persistence for Student Support Services students over the general College population	College Director of Student Support Services	Monitoring, demonstration and communication of results by January, 2017	1  5	SF 3  5	IV	P2  P5
Academic Affairs	College Director of Student Support Services	Prepare revised informational and recruitment materials for the college community on Student Support Services	College Director of Student Support Services	Development and completion of new materials by July, 2017	1  5	SF 3  5	IV	P2  P5
Academic Affairs	College Associate Dean for Continuing Education	Develop two new STEM partnerships	College Associate Dean for Continuing Education	Development of two new STEM partnerships by July, 2017	1 2	3 5	III IV	P1
Academic Affairs	College Associate Dean for Continuing Education	Develop four new courses/partnerships aligned with community needs	College Associate Dean for Continuing Education	Development of four new courses/partnerships by July, 2017	2	3 5	III	P1
Academic Affairs	College Director of Educational Opportunity Program Assistant Dean for Academic Affairs	Expand partnerships with local high schools and school districts to ensure successful and smooth transitions within the EOP program by visiting 10 high schools	College Director of Educational Opportunity Program College Assistant Dean for Academic Affairs	Visits to 10 Suffolk County high schools by May, 2017	5 6	SF 3  5	III	P2

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Academic Affairs	College Director of Educational Opportunity Program	Redesign the content of the EOP website and printed materials for the EOP program	College Director of Educational Opportunity Program	Completion or lack of completion of these important communication tools by July, 2017	5 6	SF 3 5	III IV	P5
Academic Affairs	College Associate Dean for Special Programs and External Partnerships	Develop a comprehensive internationalization plan to address SUNY commitment to global education and students' interests in global education opportunities	College Associate Dean for Special Programs and External Partnerships	Completion or lack of completion of this important document by July, 2017	2 6	3 5 6	III VI	P6
Academic Affairs	College Associate Dean of Faculty and Professional Advancement	Collaborate with the Teaching and Learning Centers on the three campuses to provide 3 workshops (one per campus) promoting student success during 2016-'17	College Associate Dean of Faculty and Professional Advancement	300% increase by May, 2017 over 2015-'16	1 5	SF 3	III	P2
Academic Affairs	Director of English as a Second Language Programs	Expand the Intensive English Program on the Eastern Campus by 3%	Director of English as a Second Language Programs	3% increase on the Eastern Campus by May, 2017 over 2015-'16	3 6	SF 3 4	III	P6
Academic Affairs	College Associate Dean of Nursing, Dean of Instruction & Interim Associate Vice-President of Academic Affairs	Create & execute one joint admission/early assurance agreement of our AS in nursing with a BS program	College Associate Dean of Nursing Dean of Instruction & Interim Associate Vice- President of Academic Affairs	Creation and execution of one joint admission/early assurance agreement by January, 2017	3	SF 4	III IV	P2
Academic Affairs	College Associate	Increase the number of students admitted directly from high school to the nursing program by 20%	College Associate Dean of Nursing	Increase of 20% by February, 2017	3	SF 3	III	P2

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	Dean of Nursing					4		
Academic Affairs	College Associate Dean of Instructional Technology	Complete 25% of the Middle States Commission of Higher Education Distance Education Hallmarks	College Associate Dean of Instructional Technology	Completion of 25% by March, 2017	4	2	V	P4
Academic Affairs	College Associate Dean of Instructional Technology	Create four academic technology newsletters this year for the college community	College Associate Dean of Instructional Technology	By producing 4 issues, we will obtain a 400% increase over 2015-'16 by May, 2017	5	5	IV	p5
Academic Affairs	Assistant Dean for Academic Affairs Dean of Instruction & Interim Associate Vice-President for Academic Affairs	Increase the number of high schools partnering with Suffolk County Community College through the Excelsior Program for the 2017-2018 academic year by 2% (completion June, 2017).	Assistant Dean for Academic Affairs Dean of Instruction & Interim Associate Vice- President for Academic Affairs	Upon the end of the high school academic year, June, 2017, account for the number of high schools partnering with Suffolk County Community College through the Excelsior Program. An increase of 2% from June 2016, will determine a success.	2	SF  4 5	I  III	P1 P2
Academic Affairs	Assistant Dean for Academic Affairs Dean of Instruction & Interim Associate Vice-President for Academic Affairs	Revise and implement reassigned time reporting documents for all Excelsior Program departmental faculty liaisons to mirror the newly created college wide reassigned time reporting documents. Communicate reports to respective Campus Executive Deans, to ensure reporting accuracy and consistency: § Reassigned Time Request Form - EXCELSIOR PROGRAM DEPARTMENTAL FACULTY LIAISON § Reassigned Time Semester Outcomes	Assistant Dean for Academic Affairs Campus Executive Deans	Prior to end of December 2016, new reporting documents will be written to mirror the newly created college wide reassigned time reporting documents. Documents will be shared with 2016-2017 participating Excelsior Program departmental faculty liaisons. Upon the	4 5	5	VI	P4

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		Report- DEPARTMENTAL FACULTY LIAISON		submission of all end-of- semester reports for the 2016-2017 academic year, the reports will be communicated to the respective Campus Executive Deans. Submission of 88% of all updated forms shared with the respective Campus Executive Deans, will determine a success.				
Academic Affairs	Dean of Instruction & Interim Associate Vice-President of Academic Affairs	Increase the number of students enrolled in MAT 009 by 10% over 2015- '16	Dean of Instruction & Interim Associate Vice- President of Academic Affairs Campus Quantway Coordinators	10% increase over 2015- '16 as of May, 2017	1          6	SF  3 4	III	P6
Academic Affairs	Dean of Instruction & Interim Associate Vice-President of Academic Affairs	Increase Early College Program participation by 5% over 2015-'16.	Dean of Instruction & Interim Associate Vice- President of Academic Affairs Campus ECP Coordinators	5% increase over 2015- '16 as of May, 2017	2 3	SF  3 4	III	P2
Workforce and Economic Development/ Corporate Training	Associate Vice President for Workforce and Economic Development	Expand Industry Partnerships to meet skill gap needs by cluster. Enhance opportunities to strengthen "career pathways programs". Strengthen economic empowerment through	AVP Workforce and Economic Development	Expand Industry Partnerships to meet skill gap needs by cluster – expected increase of 5 newly established partnerships Enhance	2  5 6	5  5	I	P5 P6

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Center; Grant Campus		training focused on Under-served communities.		opportunities to strengthen “career pathways programs” – projected expansion through the TechHIRE RESTORE initiative Strengthen economic empowerment through training focused on Under-served communities – projected expansion to three new communities.				
Office of Planning and Institutional Effectiveness	Vice President Office of Planning and Institutional Effectiveness (OPIE)	Deploy operational planning processes in ActionPoint/PlanningPoint to 100% capacity, to provide College-wide support for MSCHE reaccreditation, AtD, all assessment and evaluation activities, as part of SCCC's integrated planning processes.	Assistant Director of the Office of Planning and Institutional Effectiveness Assistant to the Vice President for Planning and Institutional Effectiveness	Utilizing 100% capacity with 2016-2017 operational plan integrated into the system by January 1, 2017. Two semesters of operational planning performed using system by June 2017.	1 4 5	1 2  5 6 7	I  III  V VI VII	P2  P4 P5 P6
Office of Planning and Institutional Effectiveness	Vice President of Planning and Institutional Effectiveness, Co-Chairs of SPC	Use Achieving the Dream analytics, along with IPEDS and VFA data, to construct/modify metrics that help gauge College effectiveness. New or modified Key Performance Indicators can serve as a means toward review of Measureable Institutional Objectives in the College Strategic Plan.	Strategic Planning Council, OPIE, AtD Teams.	Development of potential KPIs and benchmarking them by May 2017.	1 2 3 4 5 6	1 2 3 4 5 6 7	I   V VI VII	PA4



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SCC Foundation	Vice President of Institutional Advancement, Executive Director of Foundation	Complete the Foundation's Vision 2020 Major Gifts Campaign by the end of the calendar year 2017.	Executive Director of the Foundation, College Director of Development and Alumni Affairs, College Director of Development, College Assistant Director of Development	By December 31, 2017, raise the remaining \$1.4 million necessary to conclude the Vision 2020 Major Gift campaign	1 2 3 4 5 6	1 2 3 4 5 6 7	I II IV VI VI	PA3 PA5 PA6
Office of Legal Affairs	General Counsel	Review and revise Board and College- wide policies and procedures.	College Deputy General Counsel, AVP for HR, Affirmative Action Officer, Chief Diversity Officer	Complete review of all policies by December 2016; Receive final approval by board and cabinet (where appropriate) by April 2017 for submission as part of NYS Department of Education Compliance review and Middle States accreditation compliance needs.	4 5 6	3 7	II VI VII	PA4 PA6
Office of Legal Affairs	Chief Diversity Officer	Implement College-wide Diversity and Inclusion Plan. Update College-wide and campus-based goals for equity, diversity, and inclusion that are in alignment with Presidential Goals and AtD.	Chief Diversity Officer, VP Student Affairs, VP Academic Affairs, Coordinator for Multicultural Affairs, Affirmative Action Officer,	Finalize institutional plan; create College-wide and campus-based goals; and implement ongoing activities and programs.	2 5 6	SF 1 3 4 5 7	I II III IV V VI VII	PA6

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			AVP for HR, Campus Executive Deans.					
Business and Financial Affairs	VP Business and Financial Affairs	Assure that resources in the operating budget are allocated consistent with institutional planning and goals, with an emphasis on data-driven decision- making.	VP Business and Financial Affairs and Associate Dean of Financial Affairs	As assessment rubric is used to determine the % achieved in allocating budgeted resources with planning and assessment efforts. The target is to maintain a 75% compliance rate for each division. Overall, the assessment of College resources allocated in the operating budget is currently at 87.8% compliant with planning and institutional goals.	3 4 5	1 6	VI	PG4
Institutional Advancement	Vice President of Institutional Advancement, Vice President Office of Planning and Institutional Effectiveness	Develop and implement specific communications that support enhanced internal awareness regarding the College's Middle States and Achieving the Dream activities.	VP Institutional Advancement, VP OPIE	Through the use of a broad range of communications options (College Briefs, presentations, web presence, etc.) the Vice Presidents will work together to develop proper, frequent messaging related to both projects that will keep the College stakeholders and the college community apprised regarding progress on these major initiatives.	1 2 3 4 5 6	1 2 3 4 5 6 7	I II III IV V VI VII	PG2 PG4 PG5 PG6

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Institutional Advancement	Vice Presidents for Institutional Advancement and Academic Affairs	Support implementation of the U.S. Department of Labor TechHire RESTORE grant through the development of post- award infrastructure.	VP of Institutional Advancement, VOP academic Affairs, College Dean of Sponsored Programs	During the forthcoming measurement period, the effort will include development of budget, purchasing, hiring, and oversight processes, as well as completion of a spreadsheet system for tracking compliance and reconciling grant reporting with Banner.	1 2 3 4 5 6	1 2 3 4 5 6 7	I II III IV VI VII	Pg1 PG2 PG3 PG5 PG6
Institutional Advancement	Vice President for Institutional Advancement	Implement new post-award grants development office activities to include measures for tracking program compliance, deliverables, and progress.	VP for Institutional Advancement and College Associate Dean for Sponsored Programs	The Office of Grants Development and Sponsored Programs will expand its monthly grant awards report to include reporting on all ongoing sponsored program deliverables and progress. As a new responsibility within this office, the reporting goal is to grow the information capture rate from 0% to 90%.	1 2 3 4 5 6	1 2 3 4 5 6 7	I II III IV V VI VII	PG1 PG2 PG5 PG6