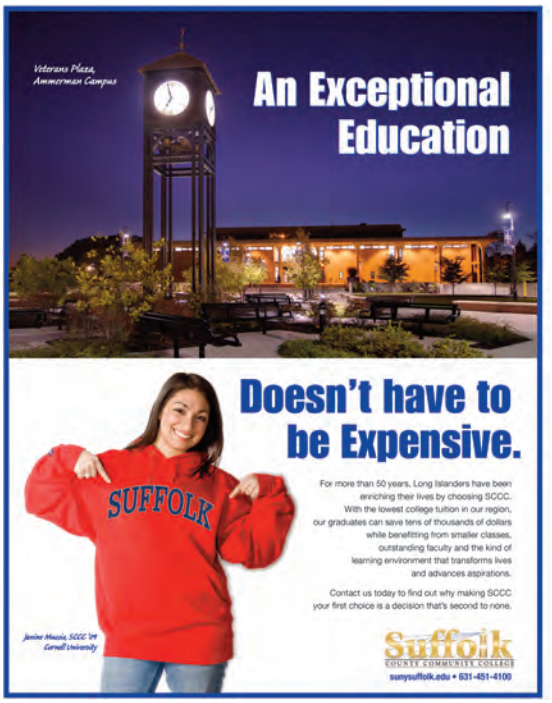
were designed to define the institutional context within which the College could create a shared model for addressing the operating environment that may emerge over the next five to ten years.

One major item discussed by participants was the ongoing challenge of trying to meet the Board of Trustees' target of having 70% of day programs being taught by full-time faculty. In light of larger enrollments during the past five years, the College has experienced an increase in the part-time faculty ratio. The College has taken action to add to its full-time staffing for the upcoming fall semester. Twenty full-time faculty positions have been posted and are in varying stages of the search process at this time. Retreat members were quick to acknowledge the College's ongoing efforts to support its highly-skilled staff and dedicated well-credentialed faculty and administrators through professional development, competitive salaries and benefits, and faculty governance participation.



To encourage broad participation in the planning process, forums, conducted as an abbreviated version of the two-day retreat, were held at each of the three campuses. In addition, a total of 30 internal and eight external focus groups were convened between December 2011 and March 2012. The eight external focus groups comprised parents, students, and administrators from local K-12 districts, as well as business leaders from the healthcare, aerospace, manufacturing, and automotive sectors. Three of their final themes relate to marketing and image. The College is viewed as an outstanding asset to Suffolk County. External participants encouraged the College to keep telling its stories of success and accomplishment, as this effort will serve to strengthen its brand. Linking marketing and communication with academic-industry partnerships and student success, the College will benefit from enhanced understanding of changing conditions and evolving demands.

Beginning in April 2012, college-wide subgroups began a process of developing measurable objectives for each institutional goal. When this work is complete, a SWOT team will assess the alignment of each measurable objective with internal (i.e. retreat, the focus groups) and external (Environmental Scan) data. SWOT will be followed by Gap Analysis, which will test the feasibility of each objective in relation to current and projected future institutional and environmental data.



Feedback from external gorups indicated that our communications are well received and that residents want to hear even more from the College.

We need to stay focused on our area's demographics. I recently read a report from our Office of Institutional Effectiveness that cited the fact that the total number of high school graduates will decline by 3.5% by 2019. When you consider that more of our students are transferring prior to graduating, we need to be thinking strategically about where our enrollment will come from and how we will position ourselves to ensure students continue to view Suffolk County Community College as a smart, first-choice, affordable option.

I am grateful for all the members of the College's faculty and staff. Their talent, dedication and professionalism continues to help us guide our institution through its daily operational efforts, while providing the requisite knowledge and experience needed to formulate and complete our goals of innovation and empowerment. This past year, we conducted several searches to recruit additional members to the management staff by filling the positions of Vice President for Academic and Student Affairs, Associate Vice President for Academic Affairs, and Executive Assistant to the President. In addition, we have named a new Deputy General Counsel, appointed a College Dean of Enrollment Management, and a new Assistant Director of Public Safety. At this time, we are conducting searches for the Vice President of Financial and Business Affairs, Executive Director of the Foundation, and the Associate Vice President for Student Affairs.