

Suffolk County Community College 2022-2023 Operational Plan



**Office of Planning and
Institutional Effectiveness
Final Annual Update
August 2023**

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Suffolk County Community College 2022 -- 2023 Operational Plan

As outlined in the *Comprehensive Assessment Plan for Institutional Effectiveness (CAPIE)*, each year the President’s Cabinet is asked to submit divisional/campus operational plans. These plans, when taken together, form the College’s Annual Operational Plan. In creating the plan, the responsible executives tie action items or initiatives to the College’s Institutional Goals, which are central to our Strategic Plan, and to Middle States Standards for evidence of accreditation compliance. Tying the plans to our Institutional Goals allows strategic focus on achieving the College’s Mission:

Suffolk County Community College promotes intellectual discovery, physical development, social and ethical awareness, and economic opportunities for all through an education that transforms lives, builds communities, and improves society.

The Plan, once reviewed and approved by the College’s President, is reviewed by the Strategic Planning Council. This review serves as an accountability measure in the process, and the Council may make suggestions regarding the planning process (timelines, templates, communication, etc.).

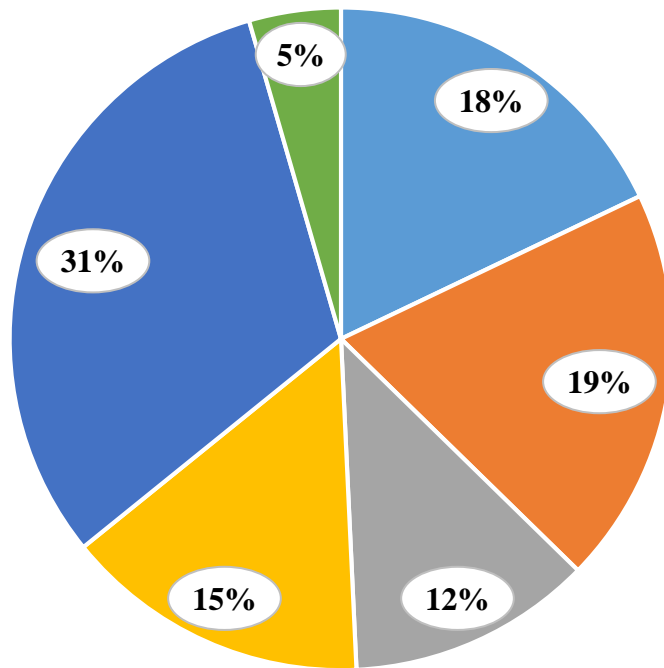
Three times each year a progress report is compiled – after the fall semester, after the spring semester, and the final report in August.

Forty-two (42) targeted action items/initiatives were developed to operationalize goals of the Strategic Plan. All Institutional Goals and Middle States Standards have been addressed by multiple action items. The charts shown on the following pages indicate the percentage of actions/initiatives addressing each focus area for the Institutional Goals and Middle States Standards.

INSTITUTIONAL GOALS WITH STRATEGIC OBJECTIVES

- 1. Open Access:** To ensure the college is ready to meet the needs of all students, regardless of background or previous education.
 - 1.1. Strengthen proactive outreach and recruitment to secondary schools
 - 1.2. Create and implement strategy for recruiting and enrolling adult students
 - 1.3. Partner with employers to recruit in-service workers for further education
 - 1.4. Recognize and address student basic needs in order to optimize access and enrollment
- 2. Student Learning:** To offer the highest quality academic programs that support student attainment of their educational and professional goals.
 - 2.1. Integrate comprehensive student enrollment, equity, learning outcomes, and success data into academic planning and assessment
 - 2.2. Create student pathways that facilitate student retention, progression, and completion
 - 2.3. Instill research-based best practices within all instructional modalities
 - 2.4. Link instruction to scaled academic support services in significant areas of student challenge
 - 2.5. Ensure career programs reflect employer-identified outcomes and incorporate current industry practice (e.g., internships, professional certifications, licensure)
- 3. Student Engagement and Success:** To provide a full range of support services promoting student engagement, development, and success.
 - 3.1. Implement a college-wide onboarding process that optimizes enrollment and retention
 - 3.2. Create and implement consistent expectations and anticipated outcomes for one-stop student services
 - 3.3. Standardize and improve systems that facilitate student retention (e.g., consistency of advising; early alert notifications; digital “companion” for students; student notifications)
 - 3.4. Provide and enhance opportunities that encourage personal and professional growth for students.
- 4. Equity and Social Justice:** To create a welcoming culture in which every community member understands that they belong, and to eliminate disparities in student access and achievement.
 - 4.1. Establish baseline measures and equity goals for student access, services, and academic achievement and implement strategies to eliminate disparities
 - 4.2. Ensure best practices in the recruitment, hiring, and retention of college employees to advance diversity, equity, and inclusion, and to better reflect the demographics of the community
 - 4.3. Through systemic and intentional professional and student development, foster a unified college culture of inclusion, belonging, and equity
- 5. Effectiveness and Sustainability:** To add value to all students’ education through innovative and conscientious improvement of institutional operations and services.
 - 5.1. Amplify organizational and professional development opportunities that support student success and continuous institutional improvement
 - 5.2. Integrate student outcomes data as a tool for supporting resource allocation
 - 5.3. Enhance fiscal sustainability through ongoing collegewide cost analysis
- 6. Community Partnerships:** To advance the equitable development of our region’s economy, workforce, and communities.
 - 6.1. Partner with social services organizations to identify and meet the needs of underserved communities and populations
 - 6.2. Advocate with all community stakeholders to increase public visibility of the college, enhance public perception, and recruit investment
 - 6.3. Partner with industry stakeholders to meet regional workforce and economic development needs

Institutional Goals (IGs)

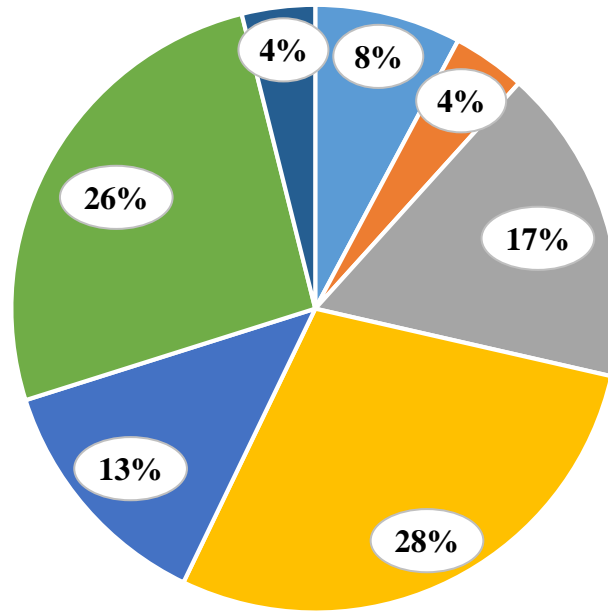


- 1. Open Access (12 actions/initiatives)
- 2. Student Learning (13 actions/initiatives)
- 3. Student Engagement and Success (8 actions/initiatives)
- 4. Equity and Social Justice (10 actions/initiatives)
- 5. Effectiveness and Sustainability (21 actions/initiatives)
- 6. Community Partnerships (3 actions/initiatives)

MIDDLE STATES COMMISSION ON HIGHER EDUCATION (MSCHE) STANDARDS

- I. Mission and Goals** –The institution’s mission defines its purpose within the context of higher education, the students it serves, and what it intends to accomplish. The institution’s stated goals are clearly linked to its mission and specify how the institution fulfills its mission.
- II. Ethics and Integrity** – Ethics and integrity are central, indispensable, and defining hallmarks of effective higher education institutions. In all activities, whether internal or external, an institution must be faithful to its mission, honor its contracts and commitments, adhere to its policies, and represent itself truthfully.
- III. Design and Delivery of the Student Learning Experience** – An institution provides students with learning experiences that are characterized by rigor and coherence at all program, certificate, and degree levels, regardless of instructional modality. All learning experiences, regardless of modality, program pace/schedule, level, and setting are consistent with higher education expectations.
- IV. Support of the Student Experience** – Across all educational experiences, settings, levels, and instructional modalities, the institution recruits and admits students whose interests, abilities, experiences, and goals are congruent with its mission and educational offerings. The institution commits to student retention, persistence, completion, and success through a coherent and effective support system sustained by qualified professionals, which enhances the quality of the learning environment, contributes to the educational experience, and fosters student success.
- V. Educational Effectiveness Assessment** – Assessment of student learning and achievement demonstrates that the institution’s students have accomplished educational goals consistent with their program of study, degree level, the institution’s mission, and appropriate expectations for institutions of higher education.
- VI. Planning, Resources, and Institutional Improvement** – The institution’s planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.
- VII. Governance, Leadership, and Administration** – The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituencies it serves. Even when supported by or affiliated with governmental, corporate, religious, educational system, or other unaccredited organizations, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy.

Middle States Standards (MSCHE)



- I. Mission and Goals (6 actions/initiatives)
- II. Ethics and Integrity (3 actions/initiatives)
- III. Design and Delivery of the Student Learning Experience (13 actions/initiatives)
- IV. Support of the Student Experience (22 actions/initiatives)
- V. Educational Effectiveness Assessment (10 actions/initiatives)
- VI. Planning, Resources, and Institutional Improvement (20 actions/initiatives)
- VII. Governance, Leadership, and Administration (3 actions/initiatives)

Division or Campus		
Office of the President	Responsible Executive	President
	Lead Responsibility or Principal Collaborators	Chief of Staff
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Collaborate with the appropriate internal stakeholders and community organizations to identify and meet student’s basic needs.
	Institutional Goal(s)	1, 6
	Strategic Objective(s)	1.4, 6.1
	Key Performance Indicator	Enrollment
	MSCHE Standard(s)	IV
	January 2023 Update	<p>A relationship was established with the Department of Social Services (DSS) in November 2019 which resulted in an MOU that allowed for a dedicated DSS representative at the Grant Campus once a week to meet with SUNY Suffolk students in person and virtually. The scheduling and tracking of this process is managed by personnel in the Office of Students Affairs under the direction of the Vice President of Student Affairs. Appointments began in March of 2022 and to date, 173 appointments have been scheduled with our students. In November of 2022, a bilingual college aide was hired with the use of Perkins funding to assist with scheduling and outreach to students in Spanish, which has been extremely helpful. The Department of Labor has indicated they are open to an arrangement similar to DSS. We are considering how this might be implemented effectively.</p> <p>With help from the college’s Chief Diversity Officer, we are exploring additional opportunities to engage with other county agencies to expand the services offered to students. Meetings and discussions have occurred with the Office of Human Services, Women’s Services, and 311. We will meet internally to determine appropriate next steps and action items.</p> <p>Preliminary discussions with the District Governor of the Lions Club regarding food drives they will organize to support our pantries on each campus began in the fall.</p> <p>An introductory meeting with 100 Hispanic Women of Long Island regarding their scholarship offerings for Latina students was conducted during the Fall 2022 semester. Additional ideas to partner and provide support and encouragement for students of color were also discussed. The Chief Diversity Office and Assistant Dean of Student Services on the Ammerman Campus participated in the initial meeting and a larger, more inclusive meeting will be scheduled in the coming weeks to plan events for the spring.</p> <p>Following a Covid-19 hiatus, the Co-Chairs of the Basic Needs Task Force were asked to re-engage task force members and a meeting is scheduled for mid-January 2023.</p>
	June 2023 Update	The second Basic Needs Summit was held on January 18, 2023. The task-force convened to provide updates on services being provided and to discuss approaches for moving the work forward. In an effort to increase

		awareness and gain additional faculty ambassadors, the co-chairs of the task force gave six presentations during Professional Development Day and the Faculty Association Professional Development Day entitled “Creating Communities of Care.” A list of recommendations has been drafted to create an institutional structure of basic need student support. The Student Hardship Fund Program continues to award emergency funding year-round. Through partnership with United Way, the Foundation has piloted a program to provide transportation to students using the Lyft mobile application. We are awaiting the final numbers for students who have used the program to date.
	August 2023 Update	On July 20, 2023, the co-chairs of the task force met with the President, the Vice President of Academic Affairs, the Vice President of Student Affairs and the Chief of Staff to review the list of recommendations to create a more cohesive institutional structure of basic support for students. As a first step, the group agreed that a syllabus statement should be developed to ensure all students are aware of the resources available to them and how to how to access the support. A draft statement has been created and is being vetted by the team before finalizing the statement for use. The President would like to convene the full Basic Needs Task Force in early fall to determine the most effective way to begin implementing additional proposed recommendations. It appears there may be an opportunity to collaborate Basic Needs efforts with the Suffolk Rise program, a major college-wide initiative to be launched this fall. The group will work together with the Vice President of Academic Affairs on this endeavor.
Office of Academic Affairs	Responsible Executive	Vice President of Academic Affairs
	Lead Responsibility or Principal Collaborators	Office of Academic Affairs, Campus Executive Deans and Student Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Review of Academic Standing Policy and implementation across all three campuses
	Institutional Goal(s)	2, 3
	Strategic Objective(s)	2.2, 3.3
	Key Performance Indicator	Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention)
	MSCHE Standard(s)	III, IV
	January 2023 Update	During the fall semester, the Vice President of Academic Affairs and the Associate Dean for Curriculum Development met with the Committee on Academic Standards to discuss the above policy and the data used to arrive at the current language. Following the initial meeting, the Vice President and Associate Dean for Curriculum Development met with the chairs to work on Academic Standing and other policies affecting student success and retention. A Teams site has been developed for the committee and Academic Affairs to work collaboratively on the policies under review. It is expected that revisions will be made to the Academic Standing Policy, Late Withdrawal, and Absence and Attendance and submitted to Governance by the end of the spring semester.
	June 2023 Update	Central Academic Affairs and The Committee on Academic Standards continued the work during the spring semester on the Attendance Policy (former Absence policy). The policy came to Cabinet and was reviewed and approved as well as reviewed and approved by Governance at all three campuses. The new policy will go into effect starting with the Fall 2023 semester. The Committee on Academic Standards and Central

	Academic Affairs will spend the Fall 2023 semester reviewing the Late Withdrawal Policy and the Incomplete Grade Policy.
August 2023 Update	The new policies that were approved will go into effect for the fall semester. The Academic Integrity Policy was reviewed over the summer and the policy will be on the list for review along with the withdrawal and incomplete policies for the next operational plan.
Responsible Executive	Vice President of Academic Affairs
Lead Responsibility or Principal Collaborators	Office of Academic Affairs, Campus Executive Deans, Faculty and Chairs in the Disciplines
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Review and revise college course placement guidelines
Institutional Goal(s)	1, 2, 4
Strategic Objective(s)	1.4, 2.2, 4.1
Key Performance Indicator	Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention)
MSCHE Standard(s)	III, IV
January 2023 Update	The Vice President of Academic Affairs and the Vice President of Student Affairs held three retention workshops in the fall semester. One of the workshops was dedicated to course placement and a discussion around best practices for placing students in Math and English. Following the workshop, two meetings were called, one with the Math chairs/faculty and one with the English and Reading chairs and recommended faculty. Both meetings were working sessions to discuss current practices, concerns about using multiple measures, best practices, and self-guided placement. A Teams site has been developed to hold resources and the work of the two groups. Monthly meetings will be set up for the spring semester to develop metrics for placing students to make it easier for students and advisors to understand so that student placement is more effective and based on research and promotes student success. It is anticipated that the working groups will have a document ready for review by the end of the spring semester.
June 2023 Update	The new math placement tool and guidelines has been reviewed and will be implemented starting June 21, 2023 for new students. The faculty developed an HTML tool that easily allows an advisor to place a student based on the new guidelines. The new metrics consider many different measures to determine the best placement for a student. Data using the new tool will be gathered throughout the fall semester to determine changes that need to be made for the next academic year. The data will be used with course completion rates to better understand the validity of the tool. Math faculty will be participating in placing students this summer during their summer advising hours.
August 2023 Update	The new placement guidelines for Math went into effect on June 21. The math faculty volunteered over the summer to help place students using the new tool and a Teams site was created for advisors to communicate with faculty regarding questions for placement. The English and Reading placements will be piloted in the fall for the incoming class in Spring 2024.
Responsible Executive	Vice President of Academic Affairs
Lead Responsibility or Principal Collaborators	Office of Academic Affairs, Campus Executive Deans, Chairs, and Office of Planning and Institutional Effectiveness
Timeline	Fall 2022 and Spring 2023

	Activity/Initiative	Review of Program Review and Assessment across all three campuses
	Institutional Goal(s)	2
	Strategic Objective(s)	2.1
	Key Performance Indicator	Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention)
	MSCHE Standard(s)	III, V
	January 2023 Update	This operational goal will be started in the Spring 2023 semester
	June 2023 Update	The Associate Vice President and Specialist II from Central Academic Affairs spent time in the spring semester attending the chair meetings on each campus. One goal was to review the assessment process and go over the new forms. The second goal was to work with the departments and programs that have not been collecting data from their courses and programs and are behind in assessing the learning outcomes for the programs. A draft for enhanced program review was developed and shared with Cabinet. The enhanced program review adds a data driven aspect to program review along with a business model to better understand the vitality of our programs.
	August 2023 Update	The new enhanced program review will begin this fall looking at three programs. Additionally, the remaining programs in the current cycle will undergo part of the new enhanced review with the different student metrics and financial evaluation.
Office of Business and Financial Affairs	Responsible Executive	Vice President of Business and Financial Affairs
	Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Develop a robust and efficient business continuity plan for the Office of Business and Financial Affairs.
	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator	Employee data Completed and operational Business Continuity Plan
	MSCHE Standard(s)	VI
	January 2023 Update	Business Continuity Plan has been completed. Final review being done.
	June 2023 Update	Final review continues.
	August 2023 Update	Plan will be augmented to include Central Facilities, which is now reporting to the Vice President of Financial Affairs.
	Responsible Executive	Vice President of Business and Financial Affairs
	Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs and SCCC Foundation
	Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Develop key financial models that can help project and/or trend-out student bad debt and low retention rates based on financial need. Collaborate with the Foundation to potentially fund smaller balances.	

Institutional Goal(s)	1, 5
Strategic Objective(s)	1.4, 5.3
Key Performance Indicator	Reduction of bad debt by 10% per annum Reduction of deregistered students (unpaid low balance) by 5% Fall-to-fall retention
MSCHE Standard(s)	II, VI
January 2023 Update	In Progress. Working with Student Affairs to develop a baseline to present to the Foundation.
June 2023 Update	Meeting held with Vice President of Institutional Advancement, Vice President of Student Affairs, Financial Aid Director, Finance teams, and Executive Director of Foundation. Agreement has been reached on the framework, but additional work is needed to develop and finalize the different criterion.
August 2023 Update	Finalization of criteria is still in progress.
Responsible Executive	Vice President of Business and Financial Affairs
Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs, Human Resources, and Office of the President
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Collaborate with the President and Vice President for Human Resources to identify opportunities to align searches with the academic job market.
Institutional Goal(s)	4
Strategic Objective(s)	4.2
Key Performance Indicator	50% reduction in the time a position is approved and filled
MSCHE Standard(s)	VI
January 2023 Update	To be discussed as funding of positions is dependent on what has been approved in budget.
June 2023 Update	Given that the College will deliberate on what positions to be filled, based on the financial position of the College, there may not be a need to pre-budget to satisfy the staffing need. No new positions will be added but just replacement of positions, so there already will be budgeted dollars.
August 2023 Update	No additional progress – discussions with the President and Vice President for Human Resources will continue.
Responsible Executive	Vice President of Business and Financial Affairs
Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs, Office of Planning and Institutional Effectiveness, Information Technology Services, Web Services, and Institutional Advancement
Timeline	Begin development in Fall 2022; pilot and implement in Spring 2023
Activity/Initiative	Develop and publish an internal financial dashboard that includes annual financial statements, audit reports, percentage change in revenue sources, and key financial ratios.
Institutional Goal(s)	5
Strategic Objective(s)	5.3
Key Performance Indicator	Development and implementation of dashboard
MSCHE Standard(s)	VI

January 2023 Update	Currently working on the dashboard face. Working with the finance team to determine what reports are published.
June 2023 Update	No progress. The Office of Financial Affairs has submitted a workflow ticket but no action has been taken, and it does seem that this is primarily due to employee resources issues, as well as other College priorities. This may have to be pushed to 2023-2024.
August 2023 Update	No progress. New Vice President of Financial Affairs will be tasked with acting on this item.
Responsible Executive	Vice President of Business and Financial Affairs
Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Complete the integration of Nelnet services to improve billing and e-commerce activities
Institutional Goal(s)	5
Strategic Objective(s)	5.3
Key Performance Indicator	Reduction in the number of student defaults (30%). Improve payment processing for auxiliary services to include Continuing Education and Health Club fees.
MSCHE Standard(s)	VI
January 2023 Update	Work to begin mid to late Spring 2023.
June 2023 Update	This project has not yet started and may have to be pushed into 2023-2024.
August 2023 Update	Meeting with Nelnet is scheduled for later in August, project will not start until 2023-2024.
Responsible Executive	Vice President of Business and Financial Affairs
Lead Responsibility or Principal Collaborators	Offices of Business and Financial Affairs, Human Resources, and Information Technology Services
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Right align employees' cost with budget reporting structure for improved financial analysis of labor costs.
Institutional Goal(s)	5
Strategic Objective(s)	5.3
Key Performance Indicator	Employee data. Analysis of labor costs by budget managers based on direct and indirect reports.
MSCHE Standard(s)	VI
January 2023 Update	Not yet started
June 2023 Update	Not yet started. Similar to last year, there needs to be an HRIS system that can outline this direct alignment. There are budgeted dollars for Fiscal Year 2024 in the Human Resources budget to address this goal.
August 2023 Update	While HRIS is being explored, department is still looking to correct/improve current position budgeting for Fiscal Year 2024.
Responsible Executive	Vice President of Business and Financial Affairs
Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Migrate vendor payments from paper checks to ACH

	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator	Vendors migrated (50%) Reduction in the cost of supplies associated with the printing of checks (50%)
	MSCHE Standard(s)	VI
	January 2023 Update	In progress. There are some vendors that have been migrated. Currently looking at retirees and their Medicare credit.
	June 2023 Update	In progress. More vendors have been migrated.
	August 2023 Update	All employees have been migrated to ACH for A/P payments. Successfully migrated over 500 retirees receiving Medicare reimbursements (68% of total payments). Additional outreach being done to continue to migrate payments to ACH.
Office of Information Technology Services	Responsible Executive	Vice President of Information Technology Services/CIO
	Lead Responsibility or Principal Collaborators	Director of Enterprise Applications
	Timeline	Fall 2022 – Summer 2023
	Activity/Initiative	Implementation of Self-Service Banner 9 apps
	Institutional Goal(s)	5
	Strategic Objective(s)	5.1
	Key Performance Indicator	Successful implementation of all applications considered
	MSCHE Standard(s)	IV, VI
	January 2023 Update	In progress. The team has established a priority schedule on how these applications will be implemented.
	June 2023 Update	Applications continue to be deployed. Project is on schedule.
	August 2023 Update	Applications continue to be deployed. Project is on schedule.
	Responsible Executive	Vice President of Information Technology Services/CIO
	Lead Responsibility or Principal Collaborators	Assistant Dean of Computer Operations
	Timeline	Spring 2022 – Spring 2023
	Activity/Initiative	Successfully implement the College’s Learning Management System
	Institutional Goal(s)	2, 5
	Strategic Objective(s)	2.3, 5.1
	Key Performance Indicator	Successful implementation by the provided timeline
	MSCHE Standard(s)	III, V, VI
	January 2023 Update	First full semester completed. We are still evaluating and continuing integrations.
June 2023 Update	Second semester completed, no issues reported. LMS implementation is now complete.	
August 2023 Update	Initiative successfully completed	
Responsible Executive	Vice President of Information Technology Services/CIO	

	Lead Responsibility or Principal Collaborators	Director of Desktop Support
	Timeline	Fall 2022 – Summer 2023
	Activity/Initiative	Retrofit all full-time faculty with laptops and docking stations
	Institutional Goal(s)	3
	Strategic Objective(s)	3.1, 3.2, 3.3
	Key Performance Indicator	Complete deployment as per the provided timeline
	MSCHE Standard(s)	III, IV, V, VI
	January 2023 Update	In progress. The team has met to brainstorm on a faster deployment process.
	June 2023 Update	Less than 50 laptops remain. Eastern campus completed
	August 2023 Update	30 remain. 16 at Grant 14 at Ammerman. Eastern completed
	Responsible Executive	Vice President of Information Technology Services/CIO
	Lead Responsibility or Principal Collaborators	Vice President of Information Technology Services/CIO
	Timeline	Fall 2022 – Summer 2023
	Activity/Initiative	Hiring of 7 additional resources (Desktop Support (OSA3, PA), Infrastructure (Assistant Director, Specialist, PA, AME), ETU (Specialist)
	Institutional Goal(s)	4
	Strategic Objective(s)	4.2
	Key Performance Indicator	Complete of all requested hires
	MSCHE Standard(s)	II, III, VI
	January 2023 Update	1 employee has started, 1 accepted offer, 1 declined offer thus far.
	June 2023 Update	3 positions filled. 4 remain open. 3 of the open positions have failed.
	August 2023 Update	The 4 positions remain unfilled.
Office of Institutional Advancement	Responsible Executive	Vice President of Institutional Advancement
	Lead Responsibility or Principal Collaborators	Executive Director, SCCC Foundation; Director, Alumni Relations; Financial Specialist, Foundation; Vice President, Business Affairs; Office of the President; and Office of Student Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Create financial goals that support the college’s initiatives related to addressing student basic needs
	Institutional Goal(s)	1, 4
	Strategic Objective(s)	1.4, 4.1
	Key Performance Indicator	Development and implementation of goals; tracking of financial progress
	MSCHE Standard(s)	IV
	January 2023 Update	No update at this time.
	June 2023 Update	A work group with representatives from Student Affairs, Finance and Business Affairs, and the Foundation, came together to create a plan to help address support for those students carrying low outstanding balances

	<p>prior to the start of the semester. Many of these students were part-time, who qualified for APTS, other forms of late aid, or hardship funding administered through the Foundation. Through outreach targeting these students, the College allowed them to confirm their attendance despite the low balances. In almost all cases, the students were able to pay the amount owed after receiving the late financial support, enabling them to continue/complete their studies.</p> <p>As of June 20, 2023, the Foundation Board adopted its 2023-2027 Strategic Plan, which specifically calls for enhanced fundraising for hardship funds. This category of funds is designed to address the needs of those students presenting with the most critical of issues such as a sudden loss of housing, etc. The Foundation is also working to expand the number of barrier-reducing scholarship programs it is able to offer that includes funds to cover the costs associated with wrap-around services, such as transportation, food and shelter assistance.</p>
August 2023 Update	The Foundation team secured a six-figure gift from the Knapp-Swezey Foundation that will cover last dollar tuition and wrap-around services for 19 students enrolling from the Patchogue-Medford (14) and South Country (5) School Districts.
Responsible Executive	Vice President of Institutional Advancement
Lead Responsibility or Principal Collaborators	Associate Dean, Institutional Advancement; Assistant Director, Web Services; Office of Student Affairs; Enrollment Management; Office of Academic Affairs; Information Technology Services; Workforce and Economic Development; and Continuing Education
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Collaborate with the college community to implement marketing, advertising, communications and web services plans/campaigns to support ongoing and major initiatives, including: Strategic Enrollment Management (non-traditional learners), Guided Pathways, CRM Creative, and Qualitative Data Analytics
Institutional Goal(s)	1, 3
Strategic Objective(s)	1.2, 3.1
Key Performance Indicator	Implementation of plans/campaigns Non-traditional, Workforce and Economic Development, and Continuing Education student enrollment Enrollment data
MSCHE Standard(s)	IV
January 2023 Update	Eleven enrollment marketing initiatives were completed during the Fall 2022 semester, including a new adult learner video, the Medical Assisting Program roll-out, MicroMesters campaign, the Solar Panel Installer program launch, the EOP campaign, the Fast Careers campaign, and programmatic specific campaigns. For the Spring 2023 and Summer 2023 semesters, three campaigns are slated to continue and eight are scheduled to be rolled out in conjunction with the appropriate offices.
June 2023 Update	Working in collaboration, the Offices of Institutional Advancement and Student Affairs created a scorecard assessing enrollment management and marketing initiatives promoted during the Fall 2022 to Spring 2023 time period. The team created a formal presentation summarizing results that included: last-year to this-year comparisons for website activity/applications/and student registrations realized in response to a broad range of outreach and marketing activities; program specific campaigns promoting specific programs at the College; open house registration; MicroMester campaign; You Belong Here Campaign; bilingual marketing and

	SUNY-funded campaign for Healthcare; bilingual marketing and vendor-sponsored campaign for HVAC; recruitment events; re-engagement with the high school guidance and superintendent communities; Amazon Career Choice program; CRM prospect campaign to reach traditional and adult learners; retention campaigns that included academic alerts. On May 4 th , the team presented their summary to President Bonahue, using data as of Spring 2023. The team plans to meet again in late August to update the scorecard with the results showing the impact on enrollment for the Fall 2023 semester.
August 2023 Update	The team met and updated the scorecard with enrollment results as of summer 2023. An abbreviated scorecard was developed and shared with Dr. Bonahue, who has approved including its presentation as an agenda item at the Board of Trustees' August general meeting.
Responsible Executive	Vice President of Institutional Advancement
Lead Responsibility or Principal Collaborators	Associate Dean, Office of Sponsored Programs; STEM faculty; and Office of Academic Affairs
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Build on existing and new grant opportunities to further generate funding to assist under-represented populations. Work with the Offices of Academic Affairs and Professional Development to engage faculty in seminars and workshops that improve the quality and quantity of institutional grant submissions, knowledge regarding grants policy and procedures, and to develop additional principal investigators.
Institutional Goal(s)	1, 5
Strategic Objective(s)	1.4, 5.3
Key Performance Indicator	Grants development data (applied for, awarded, amount, and funds disbursement, etc.) Enrollment data
MSCHE Standard(s)	V
January 2023 Update	Between September 1 and December 31, 2022, the Office of Grants Development supported two applications, received four awards, and began preparing one grant for submission to support under-represented populations. Applications submitted and pending include the LSAMP B2B and P4P Workforce Operating grants. Grants awarded include SUNY REACH by the Project Administrator for the Entrepreneurial Assistance Center (\$15,000), Perkins V by the College Assistant Dean for Sponsored Programs (\$1,241,834), SUNY Incremental for Cybersecurity by the College's President (\$873,472), and NYS Childcare Stabilization by the Directors of the Childcare Centers and the College's Association (\$37,800). Grant applications are being prepared for submission throughout the Spring 2023 semester. In addition, the office outlined a curriculum and submitted a request to the Office of Professional Development to host a spring workshop for faculty and program chairs entitled "Annual Perkins Grant Opportunities for Career and Technical Education Programs at Suffolk."
June 2023 Update	Since the beginning of the academic year, the Office of Grants Development supported sixteen applications, received nine awards, and began preparing two grants for submission before the end of the year to support under-represented populations. Seven (7) grant applications were submitted and are pending and two (2) grants applications are in preparation. The new funds awarded to date in Fiscal Year 2023 in support of underrepresented populations totals a little over \$3 million. Although OGD outlined a curriculum for spring professional development regarding the Perkins Grant, we were unable to schedule the event through the

		Office for Professional Development before the end of the spring semester. The professional development was presented at the annual fall and spring Perkins Local Advisory Council meetings, which included all faculty and administration currently engaged in Perkins-supported projects. In the upcoming fall semester, the office will schedule a bi-annual grant recognition event inviting all members of the college community participating in the pursuit of sponsored program funding and recognizing those who wrote grant proposals and those who received grant awards.
	August 2023 Update	No further updates.
Office of Legal Affairs	Responsible Executive	Vice President of Human Resources
	Lead Responsibility or Principal Collaborators	Vice President of Information Technology Services, Vice President of Business and Financial Affairs, Procurement, Legal Affairs, Human Resources Project Director, and Human Resources staff
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Collaborate with multiple stakeholders to obtain an RFP to identify a time and attendance system, and implement the selected system
	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator	Identification and implementation of system.
	MSCHE Standard(s)	VI
	January 2023 Update	Office of Procurement has researched available contracts to utilize on a “piggybacking” basis. Further research and evaluation to be conducted.
	June 2023 Update	Continuing to review available resources to determine the RFP scope of services requested. Exploring opportunities to identify a more comprehensive Human Resources Information System.
	August 2023 Update	A review of current College needs resulted in identifying an HRIS system with multiple HR modules to support recruitment and time and attendance capability.
	Responsible Executive	Vice President of Human Resources and Chief Diversity Officer
	Lead Responsibility or Principal Collaborators	Human Resources staff, Chief Diversity Officer, Affirmative Action Officer, Academic Affairs, and Executive Deans
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Assess, streamline, and continuously improve the search, selection, and hiring procedures for faculty and staff positions.
	Institutional Goal(s)	4
	Strategic Objective(s)	4.2
	Key Performance Indicator	Develop procedures and implementation. Employee data
	MSCHE Standard(s)	VI, VII
January 2023 Update	A template for instructional faculty job postings was developed. An updated schedule and outline of topics for search committee briefings is in progress. Data is being collected and tracked to assess the progress of completing instructional faculty searches in a timely manner.	

June 2023 Update	Search committee briefings were conducted for eight (8) new vacancies, and searches have been progressing in a timely manner. Several recommendations for Fall 2023 hires have been submitted and are concluded. We continue to develop standard language in all job postings and update the search committee procedures and processes for full and part time staff. Efforts continue to be made to identify alternative job boards and advertising platforms to cast the widest net for applicants. Data continues to be collected and tracked to assess hiring progress.
August 2023 Update	All faculty teaching positions use a standardized template for job responsibilities and expectations of positions. Academic Chair and Assistant Chair job descriptions have been finalized and distributed.
Responsible Executive	Vice President of Human Resources
Lead Responsibility or Principal Collaborators	Vice President of Human Resources and Interim College Director, Mental Health Services
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Identify employee mental health and wellness program to support employee’s life challenges (e.g., mental health, financial, legal)
Institutional Goal(s)	4
Strategic Objective(s)	4.2
Key Performance Indicator	Identification and engagement of vendor
MSCHE Standard(s)	VI
January 2023 Update	Partnered with the Director of Mental Health to develop the RFP requirements and scope of services. Currently in progress and working with Procurement to finalize specifications. Expected completion end of February.
June 2023 Update	As a result of the responses from an RFP, it was determined the College does not have the resources to implement a comprehensive EAP program. As such the College will leverage the new Employee Wellness vendor contracted with Suffolk County’s Employee Medical Health Plan. Additionally, the College will look into introducing wellness programs working with the College Director of Mental Health and Wellness.
August 2023 Update	No further updates.
Responsible Executive	Chief Diversity Officer
Lead Responsibility or Principal Collaborators	All cabinet members, Human Resources, Academic Affairs, Student Affairs, Affirmative Action Officer
Timeline	2022-2023
Activity/Initiative	Create and implement a comprehensive professional development plan to increase capacity to support equity, diversity and inclusion; and to support a positive college climate for students provided to all levels of employees, faculty and staff.
Institutional Goal(s)	4, 5
Strategic Objective(s)	4.3, 5.1
Key Performance Indicator	Provide programs across the college that have learning objectives related to equity, inclusion, identity, social justice, culture and allyship to support target audiences of employees, faculty and staff at all levels.
MSCHE Standard(s)	III, IV, V

January 2023 Update	<p>Divisional and campus updates, workshops, and programs were provided throughout the fall on topics such as compliance with <i>Pregnancy accommodations for students, ADA/disabilities accommodations</i> (presented in conjunction with Disabilities services); <i>Domestic violence services and orders of protection</i> (presented with external partners); <i>Sexual violence and sexual harassment prevention</i> and <i>Equity and inclusive practices</i> (presented as part of the college-wide retention conversations and professional development day); and <i>Braver Spaces</i> training (presented with the LGBTQ+ task force).</p> <p>The next steps for Spring 2023 include presenting a proposed framework for professional development that includes finalizing a timeline for implementation and completion of online compliance training for all employees; assessing the professional development needs for various audiences including chairs, faculty, student affairs and AME staff; and providing workshops for various audiences on topics such as unconscious/implicit bias, stereotype threat, microaggressions, LGBTQ+ and gender identity, fostering a culture of belonging and equity-minded practices.</p>
June 2023 Update	<p>Over 250 participants attended two workshops at professional development day on the topics of fostering a culture of belonging and equity-minded practices. These workshops included topics related to unconscious/implicit bias, growth mindset, and microaggressions. An additional workshop was also held on understanding stereotype threat during the semester. Several workshops were provided on LGBTQ+, gender identity and use of pronouns, including for student affairs and AME staff at all campuses. Sexual Violence Prevention and Diversity workshops were provided for over 80 student athletes, students enrolled in College Seminar and student clubs and organization leadership. The JEDI summer institute resumed in June 2023 with over 45 participants. Online training implementation for all college employees is expected to be completed in June and will include compliance related topics, workplace violence, ADA, FERPA, Data Security and Privacy and preventing harassment and discrimination.</p>
August 2023 Update	<p>Planning for 2023-2024 has begun with programs scheduled throughout Fall 2023 covering topics mentioned in the June update. Online training customizations and implementation will be completed for all college employees in time for the new academic year. Professional development meetings with Chairs, Assistant Chairs, and other leaders are scheduled for August and updates to employee and adjunct orientation are completed. Planning meetings have taken place with our external partner to coordinate the 2023-2024 sexual violence prevention workshops for various student and faculty audiences and in different formats. Planning has started for additional education related to pregnancy accommodations and other Title IX related topics; what it means to be a Hispanic Serving Institution and equity and inclusion.</p>
Responsible Executive	College General Counsel
Lead Responsibility or Principal Collaborators	Legal Affairs (Deputy General Counsel; Affirmative Action Officer; Chief Diversity Officer; Vice President of Human Resources; Executive Director Risk Mitigation), Vice Presidents and Executive Deans
Timeline	2022-2023
Activity/Initiative	Update College policies and procedures and assure prompt and effective responses to compliance reviews and regulatory and policy requirements
Institutional Goal(s)	5
Strategic Objective(s)	5.1

Key Performance Indicator	Number of policies and procedures updated
MSCHE Standard(s)	I, II, IV, VII
January 2023 Update	<p>Policies and procedures that were updated include:</p> <p><i>Chosen Name Policy</i> (including compliance with SUNY Directive on Chosen Names and Pronoun Policies) for students, student applicants, and employees, in consultation with OPIE, Student Affairs and Human Resources, to update procedures for indicating names and pronouns.</p> <p><i>Pregnancy Accommodation Policy</i> – Procedures were updated and refined in collaboration with Disability Services to ensure effective implementation, consultation and follow-up with seventeen students and their instructors, chairs and deans.</p> <p><i>Student Records Policy</i>, in consultation with the College Registrar, to reflect federal regulations concerning subpoenas for student records.</p>
June 2023 Update	Due to the departure of the College’s General Counsel and Deputy General Counsel, this initiative has been placed on hold.
August 2023 Update	<p>Due to the departure of the College’s General Counsel and Deputy General Counsel, this initiative has been placed on hold. However, the following policy has been updated:</p> <p><i>Exempt Salary and Benefits Plan</i> – policy was updated to reflect current practices, more accurately describe the benefits made available to exempt administrators, and conform the policy to a new format.</p>
Responsible Executive	Chief Diversity Officer/Chief of Staff
Lead Responsibility or Principal Collaborators	All cabinet members and divisions
Timeline	2022-2023
Activity/Initiative	Create a comprehensive equity plan to support the institutional goal of Equity and Social Justice; integrating the work taking place across the college
Institutional Goal(s)	Completed plan with associated benchmarks and scorecards
Strategic Objective(s)	4
Key Performance Indicator	4.1, 4.3
MSCHE Standard(s)	I, III, IV, V, VII
January 2023 Update	A draft plan will be shared in early Spring 2023 for discussion with the Strategic Planning Council and internal stakeholders (i.e., President’s council, Governance.) Progress was made in reviewing the types of internal baseline data, benchmark data, and staffing demographic analysis required for students and employees with OPIE and HR. Collegewide retention conversations included robust discussion of equity needs and best practices. Meetings were held with community stakeholders to discuss future opportunities for collaboration

		that positively impact enrollment and retention. Additional Spanish-language marketing campaigns were targeted toward increasing enrollment for Spanish speaking communities and families.
	June 2023 Update	Relevant data and dashboards continue to be developed and reported by OPIE for use as a tool in measuring retention and student success. In March 2023, a large group of college wide stakeholders and the President’s Council met with coaches from Achieving the Dream to hold dialogues and assess needs around student success and retention. These meetings focused on the topics of onboarding, advancing equity-mindedness, pathways, advising, structures for student success, and data collection and reporting. Stakeholders from across the college were engaged in these conversations to prioritize this work. There has been continued progress in the divisions of Academic and Student Affairs around placement, early alerts and advising. The President met throughout the spring with leaders and members of task forces and committees that are working on inclusion and equity. The Chief Diversity Officer planned with cabinet leadership to identify employees who will serve on a new college wide equity council that will serve as a college wide coordinating body to provide recommendations to leadership for action plans regarding opportunities, strategies, needs, policies and practices that will advance equitable student access and success.
	August 2023 Update	The President has approved the members of the Equity Council and the co-chairs have been working with the Chief of Staff and Interim Vice President for OPIE to identify priorities, finalize an invitation to serve and to provide background data, resources and a final agenda to share with the members. Four meetings are scheduled for Fall 2023.
Office of Planning and Institutional Effectiveness	Responsible Executive	Interim Vice President of Planning and Institutional Effectiveness
	Lead Responsibility or Principal Collaborators	Interim Vice President, OPIE; Specialist II, OPIE; Assistant to the Vice President, OPIE; Assistant Director, OPIE; Information Technology Services; Web Services, Institutional Advancement
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Complete development, demo, and publication of the following internal and external dashboards: degrees awarded, graduation, transfer, retention and persistence, programmatic, and course-level outcomes
	Institutional Goal(s)	2, 5
	Strategic Objective(s)	2.1, 5.2
	Key Performance Indicator	Implementation of dashboards disaggregated by gender, race/ethnicity, status (FT and PT), and campus
	MSCHE Standard(s)	VI
	January 2023 Update	The OPIE team began development of the retention and persistence and degrees awarded dashboards in July and August 2022. In late August 2022, the draft dashboards were presented to members of the President’s Cabinet, Associate and Assistant Deans from each campus, and faculty governance for feedback and suggestions. OPIE will provide final opportunities for feedback in early January 2023, so that the retention and persistence and degrees awarded dashboards can be finalized and published appropriately.
	June 2023 Update	In Spring 2023, the OPIE team updated the retention and persistence and degrees awarded dashboards to reflect the most recent institutional data. An initial review by the team was conducted in April, and it was determined additional changes needed to be made. A second review will be conducted by the OPIE team in early June, with a tentative schedule of presentation to the Cabinet for final review in July.
August 2023 Update	In July 2023, the OPIE team presented reworked retention and persistence dashboards to the president for review. Based on the feedback received, the team will move towards implementation of the dashboards during	

	the Fall 2023 semester. Two additional dashboards are in development that speak to the college’s KPI’s. Both are scheduled for a Fall 2023 launch as well.
Responsible Executive	Interim Vice President of Planning and Institutional Effectiveness
Lead Responsibility or Principal Collaborators	Interim Vice President, OPIE; Assistant to the Vice President, OPIE; Assistant Director, OPIE; Vice President of Student Affairs; Vice President of Academic Affairs
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Further align the 2022-2027 strategic plan values, institutional goals, and strategic objectives with operational planning and college-wide assessment
Institutional Goal(s)	5
Strategic Objective(s)	5.1
Key Performance Indicator	Professional development opportunities. Increase in completion of academic and AES (administrative and educational service) annual assessment plans
MSCHE Standard(s)	III, IV, V, VI
January 2023 Update	<p>In Summer 2022, the OPIE team began to reimagine the operational planning process. The operational plan template was revised to incorporate the new institutional goals, strategic objectives, and seven key performance indicators. To create a more collaborative operational planning process, members of President’s Cabinet worked with their individual teams and then as a collective group to discuss the activities/initiatives of focus for the 2022-2023 academic year. The timeline for the submission of plans was moved from late-October to early-September. This provided an opportunity for the full operational plan to be presented to the Strategic Planning Council and the college’s Board of Trustees at the start of the academic year.</p> <p>Similar to operational planning, the co-chairpersons and liaisons of the Assessment Advisory Council (AAC) along with the new Vice President for Academic Affairs (VPAA) met in the summer to reimagine assessment at the college. The assessment template for Administrative and Educational Support Services (AES) units was updated to reflect the new institutional goals and strategic objectives, and to be in line with operational planning; AES units were asked to provide updates in January, June and August as well. Because the needs and time lines for conducting academic assessment are slightly different, the VPAA is working with the AAC academic co-chairperson and her team to develop a plan. The VPAA is also working with OPIE to better utilize the assessment software across the college. Further implementation of the software will begin during the Spring 2023 semester.</p>
June 2023 Update	Efforts to further align the 2022-2027 Strategic Plan with operational planning are ongoing.
August 2023 Update	Efforts to align the 2022-2027 Strategic Plan with operational planning and resource allocation are ongoing, and meetings were scheduled with Cabinet members and their teams to further discuss aligning planning and assessment processes at the College. Operational and assessment templates have been updated to continuously assess institutional effectiveness.
Responsible Executive	Interim Vice President of Planning and Institutional Effectiveness
Lead Responsibility or Principal Collaborators	Interim Vice President, OPIE; Specialist II, OPIE; Assistant to the Vice President, OPIE; Information Technology Services; Vice President of Student Affairs; College Dean of Enrollment Management; College Associate Dean for Registrar and Master Schedule
Timeline	Fall 2022 and Spring 2023

	Activity/Initiative	Reconvene the Data Standards Committee to improve the defining, entering, and reporting of institutional data.
	Institutional Goal(s)	5
	Strategic Objective(s)	5.1
	Key Performance Indicator	Reduction in errors generated from external reporting. Implementation of DSC recommendations in the appropriate offices.
	MSCHE Standard(s)	VI
	January 2023 Update	These meetings will begin in Spring 2023.
	June 2023 Update	The Data Standards Committee reconvened in April 2023, with the goal of underscoring the importance of data, data entry, and reporting at the college, as well as finalizing the institution’s data standards manual for implementation. Quarterly meetings were scheduled to ensure progress in this area.
	August 2023 Update	The Data Standards Committee met in July and several updates to the data standards manual were recommended. Once placed in the manual, members and their teams will be responsible for implementation. A check for effectiveness will be conducted in October 2023.
Office of Student Affairs	Responsible Executive	Vice President of Student Affairs
	Lead Responsibility or Principal Collaborators	Vice President of Student Affairs in collaboration with the Campus Executive Deans
	Timeline	Fall 2022 – Identify expectations and action items for assigned advisors, develop process for assignments, and determine the length of time or credit completion for the assignment. Spring 2023 – Provide professional development for assigned advisors regarding roles and expectations; and assign incoming new Liberal Arts General Studies students an advisor.
	Activity/Initiative	Provide all incoming Liberal Arts General Studies students an assigned advisor to support student success, trouble-shoot student needs, and assist in future semester registration
	Institutional Goal(s)	3
	Strategic Objective(s)	3.3
	Key Performance Indicator	The current Fall to Fall retention is 59%. The goal is for Spring to Fall persistence of the students in this cohort to reach 75%.
	MSCHE Standard(s)	IV
	January 2023 Update	The large team met and outlined parameters for assigned counselors for new liberal arts general studies students, initial draft of scope of work for assigned students is underway, and potential ways to move students to another advisor is in review.
	June 2023 Update	The counselor reached out to the new students three times during the Spring 2023 semester. They provided information about academic success, registration, and course selection along with encouragement to connect. There were 84 students who met with their counselor over 164 appointments. The average Spring 2023 grade point average for the student population was 2.8 and 68% of the students registered for Fall 2023 prior to the end of the spring semester.
	August 2023 Update	In total 98 students met with their counselor over 186 appointments. The average Spring 2023 GPA was 2.8 and 69% of students who met with their assigned advisor completed their course registration for Fall 2023.
	Responsible Executive	Vice President of Student Affairs

Lead Responsibility or Principal Collaborators	College Associate Dean for Registrar and Master Schedule in collaboration with Information Technology Services and the Campus Executive Deans
Timeline	Fall 2022 – Identify means through which to provide necessary and appropriate data to provide a master schedule that supports student needs in a timeframe that supports student demand. Spring 2023 – Provide budget justification for any needed software systems to provide master schedule support.
Activity/Initiative	Develop a more student-focused master scheduling process that integrates predictive analytics and provides leadership an opportunity to make more real-time scheduling decisions.
Institutional Goal(s)	2
Strategic Objective(s)	2.1
Key Performance Indicator	Enrollment
MSCHE Standard(s)	IV
January 2023 Update	A continuous review of key data points is underway. This review includes class utilization rates by modality, time of day and days of the week. Analytics are also performed based on program of study, grade distribution and credit completion. Key to accomplishing Master Schedule institutional goals is the ability to engage in more enhanced predictive analytics. Continue conversations with SUNY institutions using scheduling software tools, and take the next steps necessary to specifically identify and pursue the tools determined to bring additional data, functionality and intelligence to the master schedule and areas of enrollment management.
June 2023 Update	The Associate Dean for Registrar and Master Schedule has identified needed resources within the budget to support the purchase of the resource. An initial review by IT is underway and collaboration regarding needs for key data points for academic chairs is underway.
August 2023 Update	The Associate Dean for Registrar and Master Schedule has continued to provide professional development opportunities for college leaders to understand the value of the needed software, however no approval for the purchase was provided.
Responsible Executive	Vice President of Student Affairs
Lead Responsibility or Principal Collaborators	College Associate Dean for Registrar and Master Schedule in collaboration with the Campus Executive Deans
Timeline	Fall 2022 – Identify appropriate timeframe for Spring 2023 early new student advisement and priority registration. Spring 2023 – Implement earlier priority registration and new student advisement. Increase outreach to continuing students to complete registration for Fall 2023 prior to the end of the spring semester.
Activity/Initiative	Implement an earlier than currently scheduled Fall 2023 priority registration and new student advisement process.
Institutional Goal(s)	2
Strategic Objective(s)	2.2
Key Performance Indicator	Enrollment
MSCHE Standard(s)	IV

January 2023 Update	Based on the success of early completion of new student advisement and registration for the Fall 2022 semester, conduct conversations and set processes in motion to schedule an earlier timeframe for new student advisement for the Fall 2023 semester. Campuses are ready to begin priority registration for continuing students on March 27, 2023 with new student advisement beginning on April 3, 2023. This plan is dependent on the status of the completion of mandatory curriculum revisions. These revisions must be voted on, passed and scribed into Degree Works before the onset of priority registration.
June 2023 Update	New Student Advising began on April 3, 2023. The current registration based on ARGOS for Fall 2023 new students is 2,392. Based on ARGOS, the Fall 2022 new student registration was 2,961. Despite the earlier registration momentum, there is a decline in new student enrollment.
August 2023 Update	The current registration based on ARGOS for Fall 2023 new students is 4,028. Based on ARGOS, the Fall 2022 new student registration was 5,007. Despite the early registration momentum, there is a decline in new student enrollment.
Responsible Executive	Vice President of Student Affairs
Lead Responsibility or Principal Collaborators	College Dean of Enrollment Management
Timeline	Fall 2022 – Identify members of a college-wide committee, identify key populations of prospective students, begin outlining goals. Spring 2002 – Complete goals, identify strategies and tactics
Activity/Initiative	Implementation of Strategic Enrollment Management Plan for Adult Learners. (Amended from “Development of a Strategic New Student Enrollment Management Plan” as of the January update)
Institutional Goal(s)	1
Strategic Objective(s)	1.1, 1.2, 1.3
Key Performance Indicator	Enrollment
MSCHE Standard(s)	IV
January 2023 Update	The strategic enrollment management plan for adult learners has been approved by the president and submitted to SUNY. The determination was made to begin execution of the current plan. There will not be an additional plan developed at this time. The focus of the staff will be on action planning and increasing enrollment of adult learners.
June 2023 Update	The following tactics are currently being implemented by the strategic enrollment management team: <ul style="list-style-type: none"> • Utilize the CRM system to provide messaging on career opportunities connected to majors. • Offer information admissions sessions that focus on adult learners, include current adult learners to provide their prospective. • Build a relationship with the adult students so they have a point of contact for the enrollment and registration process. • Develop and implement a marketing campaign to students in workforce and continuing education for related degree programs.

		<ul style="list-style-type: none"> Conduct an audit of the process to identify the barriers for students and, as appropriate, remove the barriers.
	August 2023 Update	The tactics continue to be implemented at this time and additional tactics will be identified in the fall for future implementation.
Ammerman Campus	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Associate Dean of Student Affairs and Assistant Dean of Student Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Strengthen proactive outreach and recruitment to regional secondary schools and develop strategies to support the recruitment of prospective Latino students.
	Institutional Goal(s)	1, 4
	Strategic Objective(s)	1.1, 4.1
	Key Performance Indicator	Enrollment Increase on-campus visits from high school and community-based organizations by 20% Increase off-campus visits including civic / community events by 25% Increase high school on-site visits by 15%
	MSCHE Standard(s)	IV
	January 2023 Update	The goal of initiating proactive outreach and recruitment to regional secondary schools has progressed to reviewing applicant data for each degree program at Ammerman over the last seven years. We have identified programs showing a reduction in submitted applications, and have identified strategies with Academic Chairs and Associate Deans for ways to bring faculty more into the recruitment process, all in an effort to see a 10% increase in applications for Fall 2024 for these programs. Regarding the recruitment of prospective Latino students, this goal is still awaiting approval to fill a vacant bi-lingual admissions counselor position. In the meantime, our Director of Admissions/Assistant Dean of Students has developed a plan to produce more bi-lingual materials for high schools and events. She herself takes on assignments to provide bi-lingual information sessions and services as needed.
	June 2023 Update	Many admissions materials have been translated into Spanish; however, we await other pertinent enrollment translated materials including the 5 steps to enrollment and the admissions general presentation. Due to the loss of an Ammerman campus full-time bi-lingual counselor and an inability to replace the line, we were unable to fully meet this goal.
	August 2023 Update	Enrollment and admissions general presentations have been translated.
	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Associate Dean of Student Affairs, Assistant Dean of Student Affairs/College Director for Career Services, AAMC Coordinator/Advisor
	Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Increase faculty participation in the AAMC by 10%. Offer on-campus and virtual faculty advising training, assess which departments faculty volunteer from and partner with a faculty coordinator.	
Institutional Goal(s)	3	
Strategic Objective(s)	3.3	

Key Performance Indicator	Fall to spring student persistence increases by 10% Fall to fall retention of first-year students into the second-year increases by 10%
MSCHE Standard(s)	IV
January 2023 Update	A faculty coordinator from the General Studies program has been assigned to the AAMC and is actively recruiting and assigning faculty advisors to participate in/at the Center. To date, the rate of faculty participation in the AAMC to advise students from Fall 2021 to Fall 2022 shows an increase. We continue to track participation data to show progress. In addition, the faculty coordinator has conducted advising and training sessions for these new faculty.
June 2023 Update	<ul style="list-style-type: none"> • Along with the other LAS General Studies Program Coordinators at the college, we presented a professional development day breakout session on Faculty Advising for LAS General Studies Students. • On March 21, 2023, the AAMC hosted a Faculty and Counselor Meet and Greet. We invited faculty AAMC participation via announcement at Professional Development Day, flyer circulation via Academic Chairs, and conducted direct outreach to new faculty members. • On March 28, 2023, we offered a Degree Works training workshop for faculty advisors to increase their comfort and preparedness to advise students. • We continued use of a spreadsheet shared via OneDrive to streamline the sign-up of faculty advising hours at the AAMC. • Along with the other Campus LAS General Studies Program Coordinators, we created a Microsoft Teams site for Faculty Advising of LAS General Studies Students. • Eight faculty members participated in advisement in the AAMC during Fall 2022. This reflects an increase in faculty participation by 14.3% over the Spring 2022 semester. We met our goal. • Faculty spent a total of 69 hours advising for the AAMC in the Spring 2023 semester.
August 2023 Update	We increased faculty participation in the AAMC by 10%. We offered on-campus and virtual faculty advising training, assess which departments faculty volunteer from and partner with a faculty coordinator.
Responsible Executive	Executive Dean
Lead Responsibility or Principal Collaborators	Executive Dean, Campus Associate Deans of Academic Affairs and Student Affairs, Assistant Dean of Student Affairs (Admissions Director), Chairs in the Disciplines
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Conduct a five-year analysis of degree programs on the Ammerman Campus. Collaborate with the Vice President of Academic Affairs and department chairs to review data and identify next steps.
Institutional Goal(s)	2, 5
Strategic Objective(s)	2.1, 5.3
Key Performance Indicator	Enrollment: increase applications in said programs by 15%
MSCHE Standard(s)	III, IV
January 2023 Update	A 7-year analysis of fall enrollment trends for Ammerman degree programs was conducted on the campus utilizing the Dashboard. Next step is for all to work together (Executive Dean, Academic Chairs, Associate Deans, and Counseling) to outline strategies and initiatives to increase Fall 2024-Fall 2025 program enrollments by at least 10%. This data was reviewed with Academic Chairs during individual budget meetings to emphasize the correlation between budget planning and enrollments.

June 2023 Update	<p>We started with recruitment efforts. We outlined and launched new recruitment strategies targeted to increasing applications by 15% from Fall 2022 to Fall 2023 in: Paralegal Studies (AAS), EMT/Paramedic (AAS), and Radio and Television Production (AAS). Results so far (as of 6/7/23) are as follows:</p> <p>Paralegal Studies (AAS): Fall 2023 applications: 11 / Fall 2022 applications: 8</p> <p>EMT/Paramedic (AAS): Fall 2023 applications: 71 / Fall 2022 applications: 48</p> <p>Radio & Television Production (AAS): Fall 2023 applications: 44 / Fall 2022 applications: 38</p>
August 2023 Update	We conducted a five-year analysis of degree programs on the Ammerman Campus. We identified strategies for greater outreach and increased applications for select programs.
Responsible Executive	Executive Dean
Lead Responsibility or Principal Collaborators	Associate Dean of Academic Affairs, Associate Dean of Academic Affairs, Math Chairs, and English Chairs
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Analyze 5-year final grades in entry level Math and English courses to determine success rates in these courses on the Ammerman campus. Based on results, work to develop and implement strategies to increase success rates in these classes.
Institutional Goal(s)	2, 3
Strategic Objective(s)	2.1
Key Performance Indicator	Success rates in entry-level English and Math courses within the first year
MSCHE Standard(s)	III, IV, V
January 2023 Update	<p><u>For Math:</u> The President shared 3-year success rate data for the entry-level Math courses with college-wide Math Chairs. Fara Afshar reached out to OPIE for 5-year success data which will be available later in January. Fara and the Chair of the Math Department have started analyzing the 3-year success rate data and are discussing strategies for improvement.</p> <p><u>For English:</u> Requests to OPIE for data is starting this month by Sandra Sprows.</p>
June 2023 Update	<p><u>For Math:</u> The success rate of two different models were examined.</p> <p><i>Pilot I</i> model was two paired co-requisites of 3-credit courses (each) consisting of the following:</p> <ul style="list-style-type: none"> • Two three-credit hour classes, MAT103 and a support algebra course labeled MAT095 (Developmental Special Topics) • Same faculty member would teach both sections • Cohort student mix (students must register for both Statistics I and the paired support section) <p><i>Pilot II</i> model (Fall 2022) was one class of 4-credit course to cover the following:</p> <ul style="list-style-type: none"> • One four-credit hour class, labeled MAT195 (Math Special Topics) • This one course model would cover the learning objectives of MAT103 with an additional credit hour for additional support (some instructors used this solely for algebra-based learning, others decided to spend extra time covering statistics topics in depth)

		<p>The success rates in one-four credit class was significantly lower than two-three credits classes. This analysis will continue since the more successful model (two-three credit hour classes) courses are being offered in the Fall 2023 semester. Careful attention is being paid to adequately advertising this co-requisite offering for developmental students and students who feel they have weak algebra and problem-solving skills. Counselors and advisors have been supplied with a list of the co-requisite pairings on all three campuses.</p> <p><u>For English:</u> As of yet, OPIE has not been able to provide data for 5-year final grades in the entry level English courses; however, the three campus English Departments have been meeting with the Vice President of Academic Affairs to discuss these entry level courses and will be piloting a multiple measures holistic method of placement in the fall. Ongoing discussions of best practices for developmental writing continues. Collaboration between the English Department and Radio and Television Production Program resulted in a video explaining our paired writing courses (ALP).</p>
	August 2023 Update	We analyzed 5-year final grades in entry level Math and English courses to determine success rates in these courses on the Ammerman Campus after applying retention strategies.
Eastern Campus	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Director of Registrar/Cashier/Business Services and Assistant Dean of Student Affairs
	Timeline	Fall 2022 and Spring 2023
	Activity/Initiative	Analyze student withdrawal data and make recommendations on support processes
	Institutional Goal(s)	2, 3, 5
	Strategic Objective(s)	2.1, 2.2, 3.3, 5.2
	Key Performance Indicator	Enrollment Persistence (fall to spring)
	MSCHE Standard(s)	V, VI
	January 2023 Update	Staffing in Registrar/Cashier/Business Services is at 50% when the goal was set. Fall 2022 data has not been collated. Data input continues. However, Spring 2022 analysis revealed 371 students withdrawing from one or more sections.
	June 2023 Update	Current analysis reveals that in Fall 2022, 329 student withdrawal transactions were managed at the registrar. During Spring 2023, 258 withdrawal transactions were managed at the registrar. Analysis of reason and average amount of courses withdrawn from continues.
August 2023 Update	Fall 2022: Of the 329 student withdrawal transactions, 77 were analyzed (23.4%), and the reasons were broken into the following five general categories: <ol style="list-style-type: none"> 1. No longer needed/disinterested: 2/77 (2.6%) 2. Too much work/don't like professor/doing poorly: 20/77 (26%) 3. Medical: 16/77 (20.8%) 4. Gave "no" or "other" as answer: 19/77 (24.7%) 5. Personal Reason: 20/77 (26%) 	

	<p>Spring 2023: Of the 258 student withdrawal transactions, 64 were analyzed (25%), and the reasons were broken down into five general categories.</p> <ol style="list-style-type: none"> 1. No longer needed/disinterested: 3/64 (4.7%) 2. Too much work/don't like professor/doing poorly: 14/64 (21.9%) 3. Medical: 6/64 (9.4%) 4. Gave "no" or "other" as reason: 28/64 (43.7%) 5. Personal Reason: 13/64 (20.3%) <p>If additional analysis was desired, the following recommendations are offered:</p> <ol style="list-style-type: none"> 1. Require students to answer the question "why are you withdrawing" 2. Refer students to counselors/advisors before allowing them to withdraw 3. Delve into dates of transactions to develop messaging to students
Responsible Executive	Executive Dean
Lead Responsibility or Principal Collaborators	College Associate Dean of Academic Affairs and Assistant Dean of Enrollment
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Conduct a five-year analysis of degree programs on the Eastern Campus. Collaborate with the Vice President of Academic Affairs and department chairs to review data and identify next steps.
Institutional Goal(s)	2, 5
Strategic Objective(s)	2.1, 5.3
Key Performance Indicator	Enrollment Overall completion, graduation, and transfer rate
MSCHE Standard(s)	VI
January 2023 Update	Data was collated for all Eastern campus enrollment data from Fall 2015 to Fall 2022. Using registration, the Dietetic Technician, Hotel Resort Management, and Photography programs have been prioritized for focused enrollment prioritization. Members of the Academic Affairs team and the Campus Assistant Dean for Enrollment met with faculty from the respective programs during the Spring 2023 semester to discuss the findings. Meetings with the faculty, chairs, and appropriate leadership will be scheduled for the Spring 2023 semester.
June 2023 Update	Meetings with faculty and chairs from all departments highlighted above were facilitated. Meeting with Vice President of Academic Affairs and Campus Associate Dean to discuss future analysis of programs.
August 2023 Update	Three programs will be under an Enhanced Program Review in the 2023-2024 academic year. The Enhanced Program Review will include program review data, cost implications, and course success data.
Responsible Executive	Executive Dean
Lead Responsibility or Principal Collaborators	Vice President of Academic Affairs and Associate Vice President for Economic Development
Timeline	Fall 2022 and Spring 2023
Activity/Initiative	Develop one workforce, non-credit opportunity for non-traditional learners on the east end of Long Island

	Institutional Goal(s)	1, 6
	Strategic Objective(s)	1.2, 1.3, 6.3
	Key Performance Indicator	Enrollment
	MSCHE Standard(s)	VI
	January 2023 Update	<ul style="list-style-type: none"> Medical Assisting, non-credit program, was developed in the summer/fall term and first class onboarded during Fall 2022 through continuing education. Continue to explore welding, marine motors, solar panel, and CNA opportunities.
	June 2023 Update	<p>In March 2023, a letter of request was sent on behalf of the campus efforts to expand workforce programs at the Eastern Campus. Under the auspices of the College’s Grants Office, support through Federal Fiscal Year 2023 earmarks was requested. As of this month, unofficial support indicates some support will be received for infrastructure adjustment to allow for incorporation of unique workforce learning spaces.</p> <p>Continuing Education launched a non-credit Medical Assisting program and the second cohort is active now. College resources have been made available to support the development of a CNA curriculum with the goal to launch in January 2024.</p>
	August 2023 Update	<p>Medical Assisting has completed the second cohort of the program.</p> <p>CNA, as a non-credit program, has been approved by the State Education Department as of August 1, 2023. Discussions will begin on where the program will be located, how will it support MA non-credit training, and how it will assist applicants to the LPN program.</p>
Michael J. Grant Campus	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Campus Associate Deans for Academic Affairs, Campus Department Chairs, in collaboration with Central Office of Academic Affairs: Associate Vice President of Workforce Development and Associate Vice President of Academic Affairs
	Timeline	<p>Fall 2022 – Review of non-credit courses/outcomes/credentials</p> <p>Spring 2023 – Align with the credit programs and share pathways with workforce students</p>
	Activity/Initiative	Prepare non-credit to credit pathways for specific degree programs to improve retention, completion, and graduation rates in support of local industry and employer needs.
	Institutional Goal(s)	1, 2, 6
	Strategic Objective(s)	1.2, 1.3, 2.2, 2.5, 6.3
	Key Performance Indicator	<p>Enrollment</p> <p>Course-level student success, including average GPA, withdrawal, and success rates</p> <p>Retention of fall students to the spring semester (persistence)</p> <p>Fall-to-fall retention of first-year students into the second-year (retention)</p> <p>Overall completion and graduation rate</p> <p>Overall completion, graduation, and transfer rate</p>
	MSCHE Standard(s)	I, III
	January 2023 Update	Discussion with Associate Vice President of Academic Affairs for Workforce Development. Review of non-credit programs:

	<p>Non- credit Electrical Tech. direct path to credit HVAC Non-credit Welding direct path to credit HVAC Credit HVAC continuous certification direct path to non-credit Refrigeration Laws Certificate (yet to be designed) Potential non-credit pharmaceutical technician program direct path to potential Bio-Chem lab tech AAS program Align HS Early College enrollment in Workforce Credentialing Courses with for-credit Business Courses</p>
June 2023 Update	HVAC 9-credit certification passed Assembly; Not put forward to SUNY by Vice President of Academic Affairs No further updates.
August 2023 Update	No further updates
Responsible Executive	Executive Dean
Lead Responsibility or Principal Collaborators	Campus Associate Deans for Academic Affairs and Campus Department Chairs
Timeline	Fall 2022
Activity/Initiative	Conduct a five-year analysis of degree programs on the Grant Campus. Collaborate with the Vice President of Academic Affairs and department chairs to review data and identify next steps.
Institutional Goal(s)	2, 5
Strategic Objective(s)	2.1, 5.3
Key Performance Indicator	<p>Enrollment Course-level student success, including average GPA, withdrawal, and success rates Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention) Overall completion and graduation rate Overall completion, graduation, and transfer rate</p>
MSCHE Standard(s)	I, III, IV, V
January 2023 Update	Campus personnel reviewed non-credit enrollment trends and declines were outlined in four programs.
June 2023 Update	Communication plan instituted for programs with falling enrollment. Outreach with assistance from Admissions.
August 2023 Update	No further updates
Responsible Executive	Executive Dean
Lead Responsibility or Principal Collaborators	Associate Dean of Student Affairs and Assistant Deans for Student Affairs
Timeline	<p>Fall 2022 – Gather and analyze data Spring 2022 – Design and implement an outreach/communication plan</p>
Activity/Initiative	Examine and analyze campus student withdrawal rates and reasons given and implement a more comprehensive process by which to reduce incidences and increase outreach to students needing support.
Institutional Goal(s)	1, 3, 4, 5
Strategic Objective(s)	1.4, 3.3, 4.1, 5.1
Key Performance Indicator	<p>Enrollment Retention of fall students to the spring semester (persistence)</p>

	Fall-to-fall retention of first-year students into the second-year (retention)
MSCHE Standard(s)	I, IV
January 2023 Update	To better understand why students on the Grant campus were withdrawing, during the Fall 2022 semester, the Associate and Assistant Deans of Student Affairs created and distributed a campus survey which included the reason for withdrawal. From the start of the semester through the last day of classes, a total of 768 students on the Grant campus withdrew from some or all courses for a number of reasons. Based on the data that was collected from the students who completed the survey, the majority of students either did not provide a reason or attributed the withdrawal to a life issue. Depending on the reason provided, students were referred to the appropriate office for additional follow-up by Grant campus personnel.
June 2023 Update	Data was collected for the spring semester and is consistent with information from the fall semester. Actions taken were the same as the fall semester.
August 2023 Update	No further updates
Responsible Executive	Executive Dean
Lead Responsibility or Principal Collaborators	Director of Facilities and Plant Operations, Assistant Directors of Facilities and Plant Operations, College Director Information Technology Services, and Campus ETU Coordinator
Timeline	Ongoing
Activity/Initiative	Review and assess building and technological needs for improved student use through a sustainable campus facilities infrastructure plan
Institutional Goal(s)	1, 5
Strategic Objective(s)	1.4, 5.3
Key Performance Indicator	Enrollment Retention of fall students to the spring semester (persistence) Fall-to-fall retention of first-year students into the second-year (retention)
MSCHE Standard(s)	I, VI
January 2023 Update	Work was initiated and completed on 10 projects by Plant Operations/Facilities staff of the Grant Campus during the Fall 2022 semester. They included completion of all indoor LED lighting, replacement and upgrades to roof-top units in Paumanok Hall and the Sally Ann Slacke Corporate Training Center, machine upgrades to welding in workforce development, provided solar installation lab for workforce programs, and provided upgrades for two nursing simulations labs in SFCU Arena. In addition, six technology projects were completed in Fall 2022 including upgrades to LRC 101 lecture hall and upgrades to the art gallery.
June 2023 Update	BlackBox renovation completed. Paumanok renovation for Surgical Tech program is in progress. Moves of ELL to Sally Ann Slacke and Continuing Ed to Sagtikos were completed.
August 2023 Update	No further updates