Suffolk County Community College
2023-2024 Operational Plan

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Suffolk County Community College 2023 -- 2024 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:

SUNY Suffolk is a student-centered college community serving Suffolk County and beyond
by providing open access to exceptional educational opportunities.

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.

Thirty-two **(32)** 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.

INSTITITIONAL 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)
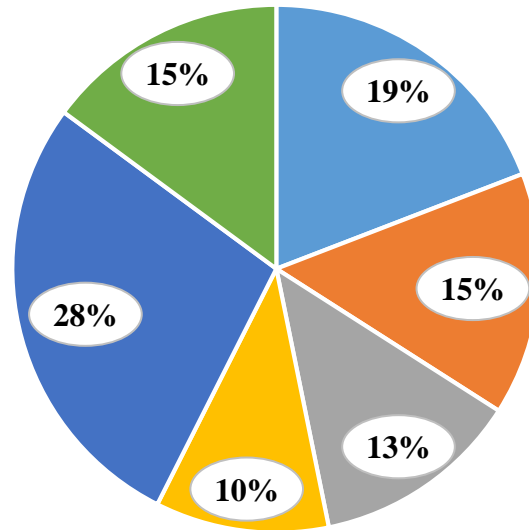
- ■ 1. Open Access (9 actions/initiatives)
- ■ 2. Student Learning (7 actions/initiatives)
- ■ 3. Student Engagement and Success (6 actions/initiatives)
- ■ 4. Equity and Social Justice (5 actions/initiatives)
- ■ 5. Effectiveness and Sustainability (13 actions/initiatives)
- ■ 6. Community Partnerships (7 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 a related entity, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy.

Middle States Standards (MSCHE)
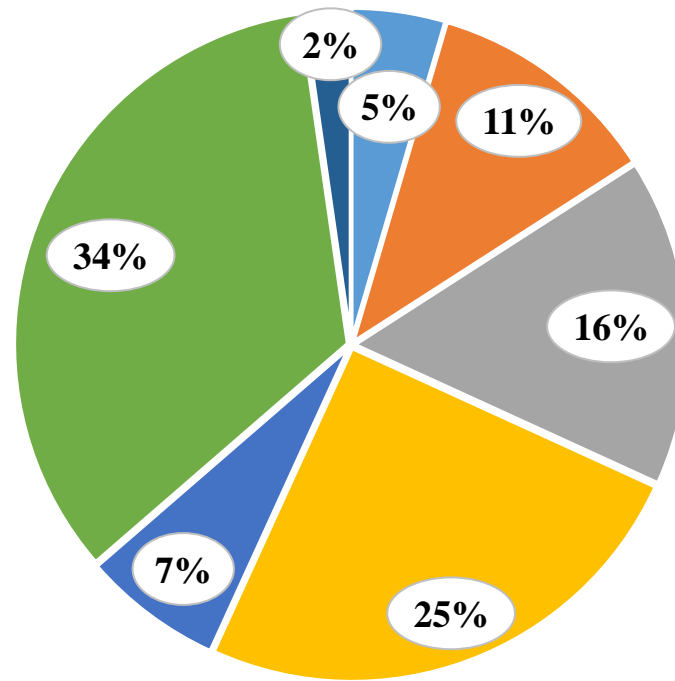
- **I.** Mission and Goals (2 actions/initiatives)
- **II.** Ethics and Integrity (5 actions/initiatives)
- **III.** Design and Delivery of the Student Learning Experience (7 actions/initiatives)
- **IV.** Support of the Student Experience (11 actions/initiatives)
- **V.** Educational Effectiveness Assessment (3 actions/initiatives)
- **VI.** Planning, Resources, and Institutional Improvement (15 actions/initiatives)
- **VII.** Governance, Leadership, and Administration (1 actions/initiatives)

Division or Campus		
Office of the President	Responsible Executive	President
	Lead Responsibility or Principal Collaborators	Chief of Staff
	Timeline	Fall 2023 and Spring 2024
	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(s)	Enrollment Fall-to-fall retention of first -year students into the second-year (retention)
	MSCHE Standard(s)	IV
Office of Academic Affairs	Responsible Executive	Vice President of Academic Affairs
	Lead Responsibility or Principal Collaborators	Vice President of Academic Affairs; Vice President of Student Affairs; Project Director TBD; Advising; and Chairs of Math, English, and Reading
	Timeline	September 2023 through Fall 2024
	Activity/Initiative	**RISE program**: The college is receiving a grant to use transformational funds from SUNY to replicate the student success program, CUNY ASAP. The Suffolk RISE program will serve Pell eligible students not enrolled in EOP. Students meeting these criteria will be invited to participate in the program. The College has several current initiatives that will be used as part of the Suffolk RISE program and several that will be developed for the program to then be built to scale. The following initiatives will be used: • Assigned advising • Student Alerts • Tutoring • Math and English Taskforces: developing corequisite courses • Liberal Arts General Studies Coordinators: Help students move from an area of interest to a major • New Math and English placement guidelines and corequisite course models • Work Study: finding students jobs on campus to help keep them engaged and on campus to be able to access student services like tutoring and advising • Basic needs taskforce • Education Plans as roadmaps to keep students on track to graduation
	Institutional Goal(s)	1, 2, 3, 4
	Strategic Objective(s)	1.4, 2.2, 2.3, 2.4, 3.3, 4.3
	Key Performance Indicator(s)	**Persistence:** • Of the 50 students enrolled in Spring 2024, 90% (45) will be retained to Fall 2024 • Of the 100 students enrolled in Fall 2024, 90% (90) will be retained to Spring 2025

		Retention: • Of the 50 students enrolled in Spring 2024, 80% (40) will be retained to Spring 2025 • Of the 100 students enrolled in Fall 2024, 80% (80) will be retained to Fall 2025 **Graduation:** • We expect to graduate at least 12 students within the two years that started in Spring 2024, and at least 25 students in the three years that started in Spring 2024. • We expect to graduate at least 25 students in the two years that started in Fall 2024, and at least 50 students in the three years that started in Fall 2024. Regarding the Academic Benchmarks, we expect students to earn a minimum of 12 credits per semester and to complete all developmental education by the end of their first year.
	MSCHE Standard(s)	III
	Responsible Executive	Vice President of Academic Affairs
	Lead Responsibility or Principal Collaborators	Vice President of Academic Affairs and Chairs of Math, English, and Reading
	Timeline	Fall 2023 to Spring 2024
	Activity/Initiative	Develop corequisite courses for Math, English, and Reading to continue the revision of developmental education and gateway courses, and to support the RISE program
	Institutional Goal(s)	2
	Strategic Objective(s)	2.2, 2.3
	Key Performance Indicator(s)	Persistence Retention Increase in course success
	MSCHE Standard(s)	III
	Responsible Executive	Vice President of Academic Affairs and Vice President of Student Affairs
	Lead Responsibility or Principal Collaborators	Vice President of Academic Affairs; Vice President of Student Affairs; Executive Dean, Ammerman Campus; and the Interim Executive Deans of the Eastern and Grant Campuses
	Timeline	Fall 2023 to Spring 2024
	Activity/Initiative	Further integrate the faculty into the Early/Student Alert initiative
	Institutional Goal(s)	3
	Strategic Objective(s)	3.3
	Key Performance Indicator(s)	Persistence as seen by a decrease in the number of students who withdraw from classes Retention as seen by an increase in the number of continuing students who register for classes in the next academic year
	MSCHE Standard(s)	III
Office of Business and Financial Affairs	Responsible Executive	Interim Vice President of Business and Financial Affairs
	Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs; Office of Student Affairs; and SCCC Foundation
	Timeline	Fall 2023 and Spring 2024

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(s)	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
Responsible Executive	Interim Vice President of Business and Financial Affairs
Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs; Office of the President; and President's Cabinet
Timeline	Fall 2023 and Spring 2024
Activity/Initiative	Create a plan for fiscal sustainability that results in a reduction of fund balance usage in the Fiscal Year 2024 budget with goal of creating a balanced budget in Fiscal Year 2025
Institutional Goal(s)	5
Strategic Objective(s)	5.1
Key Performance Indicator(s)	Cost savings/revenue growth resulting in a $5million reduction in fund balance usage and a balanced budget for Fiscal Year 2025
MSCHE Standard(s)	VI
Responsible Executive	Interim 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 Fall 2023/Spring 2024
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)	5.1
Key Performance Indicator(s)	Development and implementation of dashboard
MSCHE Standard(s)	VI
Responsible Executive	Interim Vice President of Business and Financial Affairs
Lead Responsibility or Principal Collaborators	Office of Business and Financial Affairs
Timeline	Fall 2023 and Spring 2024
Activity/Initiative	Complete the integration of Nelnet services to improve billing and e-commerce activities
Institutional Goal(s)	5
Strategic Objective(s)	5.1
Key Performance Indicator(s)	Reduction in the number of student defaults (30%)

		Improve payment processing for old account balances, auxiliary services to include Continuing Education and Health Club fees
	MSCHE Standard(s)	VI
	Responsible Executive	Interim 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 2023 and Spring 2024
	Activity/Initiative	Right align employees' cost with budget reporting structure for improved financial analysis of labor costs
	Institutional Goal(s)	5
	Strategic Objective(s)	5.1
	Key Performance Indicator(s)	Employee data Analysis of labor costs by budget managers based on direct and indirect reports
	MSCHE Standard(s)	VI
Office of Human Resources	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; and Human Resources Staff
	Timeline	2023-2024
	Activity/Initiative	Collaborate with multiple stakeholders to obtain an RFP to identify an HRM system to support human resources functions that increase organizational efficiency
	Institutional Goal(s)	5
	Strategic Objective(s)	5.1
	Key Performance Indicator(s)	Identification and implementation of system
	MSCHE Standard(s)	VI
	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; Adjunct Services; Executive Dean, Ammerman Campus; and the Interim Executive Deans of the Eastern and Grant Campuses
	Timeline	2023-2024
	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(s)	Develop procedures and implementation Employee data
	MSCHE Standard(s)	VI
	Responsible Executive	Vice President of Human Resources
	Lead Responsibility or Principal Collaborators	Human Resources Staff; Labor Partners; and President's Cabinet

	Timeline	2023-2024
	Activity/Initiative	Develop and deliver management training programs for supervisors to enhance leadership skills and attribute to organizational change
	Institutional Goal(s)	4, 5
	Strategic Objective(s)	4.3, 5.3
	Key Performance Indicator(s)	Implementation, execution, and assessment of training programs during the academic year
	MSCHE Standard(s)	VI
Office of Information Technology Services	Responsible Executive	Vice President of Information Technology/Chief Information Officer
	Lead Responsibility or Principal Collaborators	Administrative Director, Infrastructure Services
	Timeline	May 2023 – January 2024
	Activity/Initiative	Improve/Upgrade wireless network
	Institutional Goal(s)	1
	Strategic Objective(s)	1.4
	Key Performance Indicator(s)	Successful implementation
	MSCHE Standard(s)	VI
	Responsible Executive	Vice President of Information Technology/Chief Information Officer
	Lead Responsibility or Principal Collaborators	Assistant Dean, IT Operations
	Timeline	July 2023 – January 2024
	Activity/Initiative	Revamp ticketing system
	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator(s)	Successful implementation
	MSCHE Standard(s)	VI
	Responsible Executive	Vice President of Information Technology/Chief Information Officer
	Lead Responsibility or Principal Collaborators	Director, Enterprise Applications
	Timeline	January 2023 – Summer 2024
	Activity/Initiative	Portal migration
	Institutional Goal(s)	5
	Strategic Objective(s)	5.3
	Key Performance Indicator(s)	Successful implementation by timeline
	MSCHE Standard(s)	VI

Office of Institutional Advancement	Responsible Executive	Vice President of Institutional Advancement
	Lead Responsibility or Principal Collaborators	Assistant Director, Web Services; and Information Technology Services staff
	Timeline	Fall 2023-Spring 2024
	Activity/Initiative	Initiate a phased upgrade of the college's content management system and hosting platform, which will allow for a more efficient and secure process for digitally communicating the college's programs and services.
	Institutional Goal(s)	3
	Strategic Objective(s)	3.3
	Key Performance Indicator(s)	Complete phase one of upgrade to the content management system and hosting platform
	MSCHE Standard(s)	II
	Responsible Executive	Vice President of Institutional Advancement
	Lead Responsibility or Principal Collaborators	SCCC Foundation staff
	Timeline	2023–2024
	Activity/Initiative	Launch a multi-year major gifts campaign that will raise funds to support: expansion of available scholarship options, growth in the number of hardship funds, establishment of new naming partnerships, and an increase in the level of contributions received for academic program enhancements.
	Institutional Goal(s)	1, 6
	Strategic Objective(s)	1.4, 6.2
	Key Performance Indicator(s)	Complete phase one of the multi-year gifts campaign, including the expansion of available scholarships and growth in the number of hardship funds.
	MSCHE Standard(s)	VI
Office of Legal Affairs	Responsible Executive	College General Counsel
	Lead Responsibility or Principal Collaborators	Legal Affairs (Deputy General Counsel, Affirmative Action Officer, Chief Diversity Officer); all area Vice Presidents; Executive Dean, Ammerman Campus; and the Interim Executive Deans of the Eastern and Grant Campuses
	Timeline	2023–2024
	Activity/Initiative	Update College policies and procedures, evaluate methods of providing effective access to stakeholders, and assure prompt and effective responses to compliance reviews and regulatory and policy requirements
	Institutional Goal(s)	4, 5, 6
	Strategic Objective(s)	4.2, 5.1, 5.3, 6.2
	Key Performance Indicator(s)	Number of policies and procedures updated
	MSCHE Standard(s)	I, II, IV, VII

	Responsible Executive	Chief Diversity Officer
	Lead Responsibility or Principal Collaborators	Chief of Staff; Interim Vice President of Planning and Institutional Effectiveness; Affirmative Action Officer; all area Vice Presidents; Executive Dean, Ammerman Campus; and the Interim Executive Deans of the Eastern and Grant Campuses
	Timeline	2023-2024
	Activity/Initiative	Establish a college wide equity council to serve as a college-wide coordinating body to support equitable student access and success
	Institutional Goal(s)	1, 2, 4, 6
	Strategic Objective(s)	1.4, 2.1, 4.1, 4.3, 6.1
	Key Performance Indicator(s)	Progress of data review by council, completed benchmarks and scorecards, and development of equity plan with timelines and areas of responsibility
	MSCHE Standard(s)	II, III, IV, V
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; and Web Services, Institutional Advancement
	Timeline	Fall 2023 and Spring 2024
	Activity/Initiative	Continue with the development, demo, and publication of the following public-facing and internal dashboards: degrees awarded, retention and persistence, and course-level outcomes
	Institutional Goal(s)	2, 5
	Strategic Objective(s)	2.1, 5.2
	Key Performance Indicator(s)	Implementation of dashboards disaggregated by gender, race/ethnicity, status (FT and PT), and campus
	MSCHE Standard(s)	II, VI
Office of Student Affairs	Responsible Executive	Vice President of Student Affairs
	Lead Responsibility or Principal Collaborators	College Dean of Enrollment Management
	Timeline	September 2023 through September 2024
	Activity/Initiative	Expand current Strategic Enrollment Management Plan for Adult Learners to additional populations. Expand current Strategic Enrollment Management Plan to include strategic retention efforts.
	Institutional Goal(s)	1
	Strategic Objective(s)	1.1, 1.4
	Key Performance Indicator(s)	The current Strategic Enrollment Management Plan will add five retention strategies and expand the action plan for implementation by increasing focus beyond adult learners to two additional populations.
	MSCHE Standard(s)	IV
	Responsible Executive	Vice President of Student Affairs
	Lead Responsibility or Principal Collaborators	College Dean of Enrollment Management
	Timeline	March 2024 through September 2024

Activity/Initiative	Expand current Seawolves at Suffolk program to provide more opportunities for prospective students to learn about the benefits of joint admission and the pathway from Suffolk County Community College to Stony Brook University.
Institutional Goal(s)	1
Strategic Objective(s)	1.1
Key Performance Indicator(s)	The current Seawolves at Suffolk program enrolled 157 students. In 2023-2024, the Seawolves at Suffolk program will increase 20% to 187 enrolled students in Fall 2024.
MSCHE Standard(s)	IV

Responsible Executive	Vice President of Student Affairs
Lead Responsibility or Principal Collaborators	College Associate Dean for Registrar and Master Schedule; College Assistant Director for Master Schedule; and College Assistant Director for Student Success and Retention
Timeline	September 2023 through June 2024
Activity/Initiative	Assess impact of Early Alerts on student outcomes, expand student utilization of alerts, review operation of current triage process
Institutional Goal(s)	2
Strategic Objective(s)	2.2
Key Performance Indicator	In 2023-2024, 35% of students who receive an alert with an academic concern will go on to receive a grade of C or higher.
MSCHE Standard(s)	IV

Responsible Executive	Vice President of Student Affairs
Lead Responsibility or Principal Collaborators	College Associate Dean for Registrar and Master Schedule; Executive Dean, Ammerman Campus; and the Interim Executive Deans of the Eastern and Grant Campuses
Timeline	September 2023 through September 2024
Activity/Initiative	Assess impact of assigned advisors on student outcomes, expand student utilization of their assigned advisor, and review operation of process to provide assessments earlier in the semester.
Institutional Goal(s)	3
Strategic Objective(s)	3.3
Key Performance Indicator	Implementation of assigned advisors' initiative, assessment of internal processes, and student impact.
MSCHE Standard(s)	IV

Responsible Executive	Vice President of Student Affairs
Lead Responsibility or Principal Collaborators	Professional Assistant II for Enrollment Management; and the Campus Associate Deans for Student Affairs
Timeline	October 2023 through August 2024
Activity/Initiative	To support the student onboarding experience, ensure that students are receiving needed consistent timely information to participate in new student advising, register for classes, and pay their bill.
Institutional Goal(s)	3
Strategic Objective(s)	3.1

	Key Performance Indicator	The monthly yield of accepted students to registered students during open enrollment (November, December, January, April, May, June, July, August) will be above 50%.
	MSCHE Standard(s)	IV
	Responsible Executive	Vice President of Student Affairs
	Lead Responsibility or Principal Collaborators	Vice President of Institutional Advancement and Chief Diversity Officer
	Timeline	September 2023 through June 2024
	Activity/Initiative	Develop a Parent Guide to Enrollment and Student Success, provide as a web-based tool with access in English and Spanish
	Institutional Goal(s)	1
	Strategic Objective(s)	1.4
	Key Performance Indicator(s)	By June 2024, the content for a Parents' Guide to Enrollment and Student Success will be complete and ready for publication.
	MSCHE Standard(s)	IV
Ammerman Campus	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Executive Dean; Associate Deans of Academic Affairs; Assistant Dean of Student Services; Associate Dean of Student Affairs; Academic Chair of World Languages, Literatures, and Cultures; and Academic Chair and Assistant Chair of Business and Law
	Timeline	September 2023 through Spring 2024
	Activity/Initiative	Initiate phase two of the degree program application analysis, which includes further review of the three identified academic programs
	Institutional Goal(s)	2
	Strategic Objective(s)	2.1
	Key Performance Indicator(s)	Improve application, acceptance, and enrollment rates for specified department majors on campus by 10% for Fall 2024
	MSCHE Standard(s)	III, V
	Responsible Executive	Executive Dean
	Lead Responsibility or Principal Collaborators	Assistant Director of Plant Operations; Interim Associate Vice President of Facilities and Project Management; and Executive Dean
	Timeline	September 2023 through Spring 2024
	Activity/Initiative	Working with Central Facilities and Plant Operations, complete an updated analysis of all buildings' HVAC systems campus-wide, and develop a budget and timeline to support improvements.
	Institutional Goal(s)	5
	Strategic Objective(s)	5.1
	Key Performance Indicator(s)	Completion of campus-wide facilities analysis, including budgetary allocations, and timeline for improvements
	MSCHE Standard(s)	III, IV

Eastern Campus	Responsible Executive	Interim Executive Dean
	Lead Responsibility or Principal Collaborators	College President; Vice President of Academic Affairs; and Vice President of Student Affairs
	Timeline	Fall 2023-Summer 2024
	Activity/Initiative	Support the President in planning for the Culinary Center's lease expiration in 2027
	Institutional Goal(s)	5, 6
	Strategic Objective(s)	5.1, 5.2, 6.3
	Key Performance Indicator(s)	Enrollment
	MSCHE Standard(s)	VI
Michael J. Grant Campus	Responsible Executive	Interim Executive Dean
	Lead Responsibility or Principal Collaborators	College President and Vice President of Academic Affairs
	Timeline	Fall 2023-Summer 2024
	Activity/Initiative	Support the President in planning non-credit to credit pathways between Workforce Development/Continuing Education programs and credit-bearing AAS and Certificate programs at the Michael J. Grant Campus
	Institutional Goal(s)	6
	Strategic Objective(s)	6.3
	Key Performance Indicator(s)	Enrollment Retention of fall students to the spring semester (persistence) Fall to fall retention of first year students in to the second year (retention) Overall completion and graduation rates
	MSCHE Standard(s)	VI
Tri-Campus Collaboration	Responsible Executive	Executive Dean, Ammerman Campus; the Interim Executive Deans of the Eastern and Grant Campuses; and Vice President of Academic Affairs
	Lead Responsibility or Principal Collaborators	Executive Dean, Ammerman Campus; the Interim Executive Deans of the Eastern and Grant Campuses; Vice President of Academic Affairs; Department Chairs; Program Coordinators; and Associate Deans for Academic Affairs
	Timeline	Fall 2023 and Spring 2024 semester
	Activity/Initiative	Review AAS advisory committee structures, purpose, policies, and current standing committees. Update website, develop a common repository for artifacts, populate said repository annually by June 1.
	Institutional Goal(s)	6
	Strategic Objective(s)	6.2, 6.3
	Key Performance Indicator(s)	Updated AAS advisory structures, policies, and membership, where necessary
	MSCHE Standard(s)	I, III, V

Responsible Executive	Executive Dean, Ammerman Campus; the Interim Executive Deans of the Eastern and Grant Campuses; and Vice President of Academic Affairs	
Lead Responsibility or Principal Collaborators	Executive Dean, Ammerman Campus; the Interim Executive Deans of the Eastern and Grant Campuses; Associate Deans for Academic and Student Affairs; Academic Support Centers; Chairs/Faculty; AAMC; Campus Activities; Student Government; and Institutional Advancement	
Timeline	Fall 2023 through Spring 2024	
Activity/Initiative	Based on withdrawal data from the 2022-2023 academic year, develop a communication plan for faculty, students, administration, and other campus professionals to prioritize student expectation regarding solid academic performance and prevent student stop outs.	
Institutional Goal(s)	2, 3	
Strategic Objective(s)	2.1, 3.3	
Key Performance Indicator(s)	Persistence Course-level student success, including average GPA, withdrawal, and success rates Overall completion and graduation rates	
MSCHE Standard(s)	IV	