

Suffolk County Community College **2017 – 2018 Operational Plan**



Office of Planning and Institutional Effectiveness
January 2018

Suffolk County Community College 2017 -- 2018 Operational Plan

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

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

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

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

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

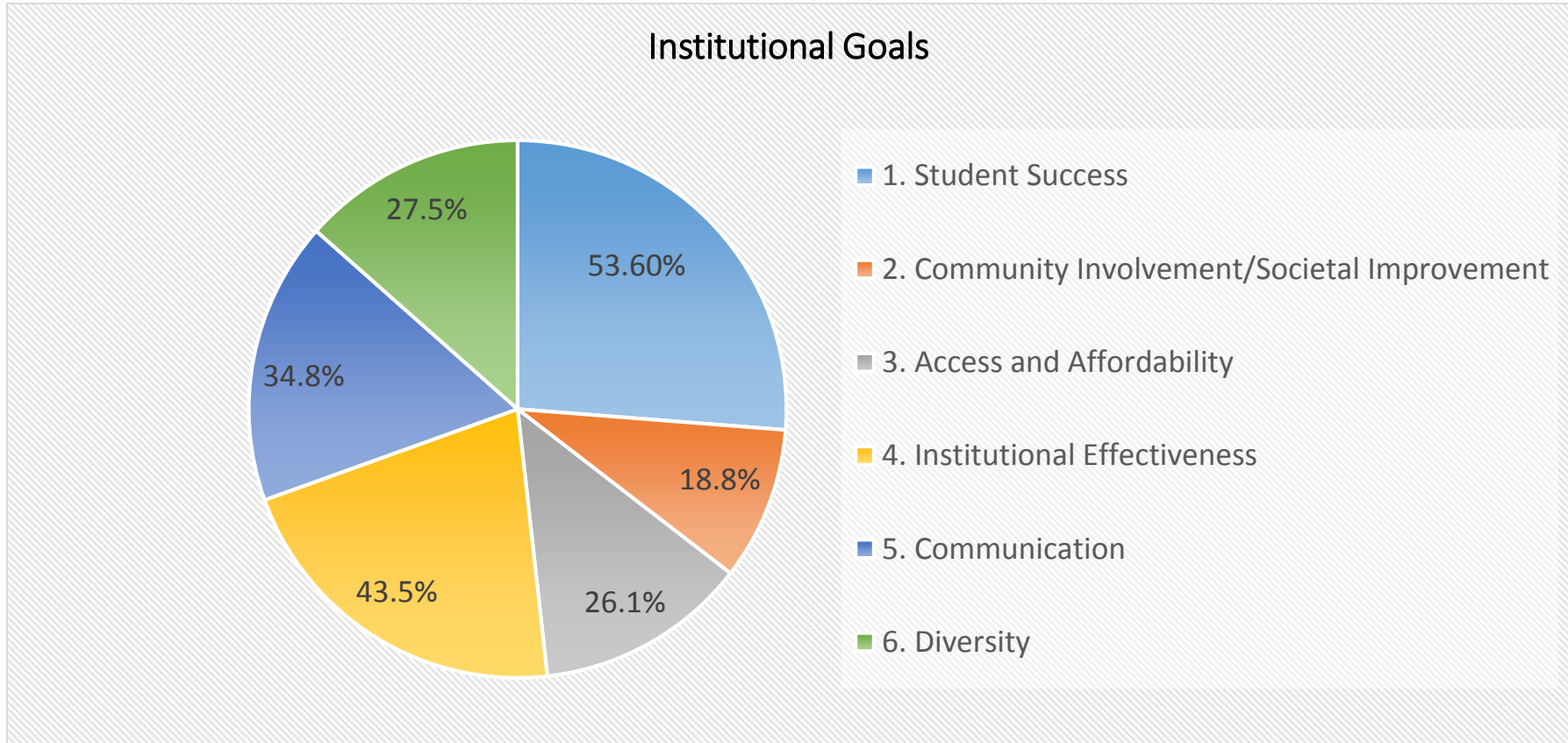
Middle States Standards: 1. Mission and Goals; 2. Ethics and Integrity; 3. Design and Delivery of the Student Learning Experience; 4. Support of the Student Experience; 5. Educational Effectiveness Assessment; 6. Planning, resources, and Institutional improvement; and 7. Governance, Leadership, and Administration.

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

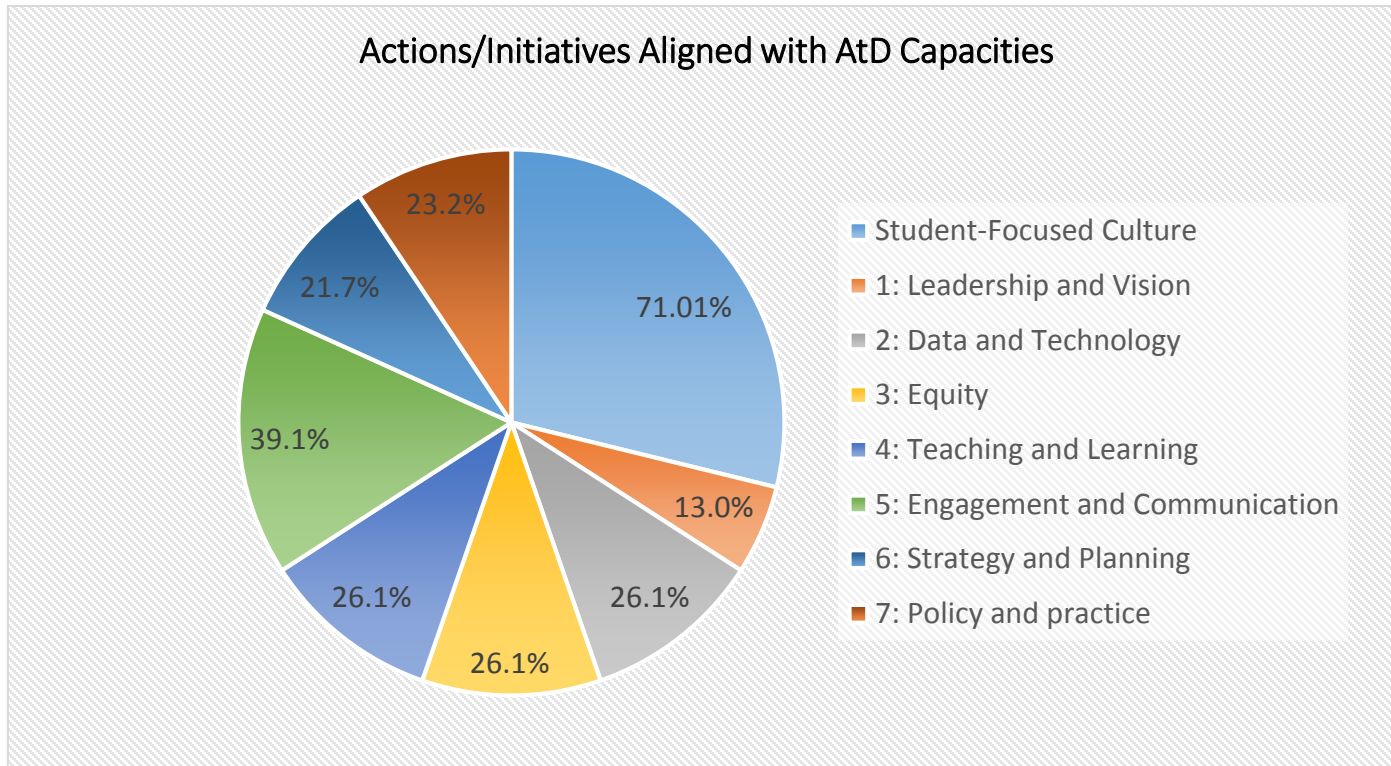
2017-2018 President's Goals:

- 1a. Utilize Achieving the Dream data to enhance efforts outlined in the Student Engagement Plan to retain students and help them attain success, especially those students most at risk.
- 1b. Respond to the Self-Study subcommittee recommendation to be more intentional in seeking student feedback about their educational experience at the College.
2. Lead the effort to expand workforce programs to address emerging needs of the county, especially in STEM fields.
3. Through the rollout of the plans articulated in Distance Education Report and response to recommendations submitted by the Self-Study subcommittees, enhance on-line academic offerings and student support.
4. Take an active role in preparing for the Middle States Accreditation Team visit scheduled for Spring 2018, including responding to Self-Study subcommittee recommendations.
5. Incorporate many of the recommendations of the MSCHE Self-Study subcommittees into the website redesign and deployment.
6. Enhance the College's profile in the area of Social Justice, utilizing the Center for Social Justice and Human Understanding, AtD initiatives, the Diversity Strategic Plan, and information gathered through the Civil Rights audit.

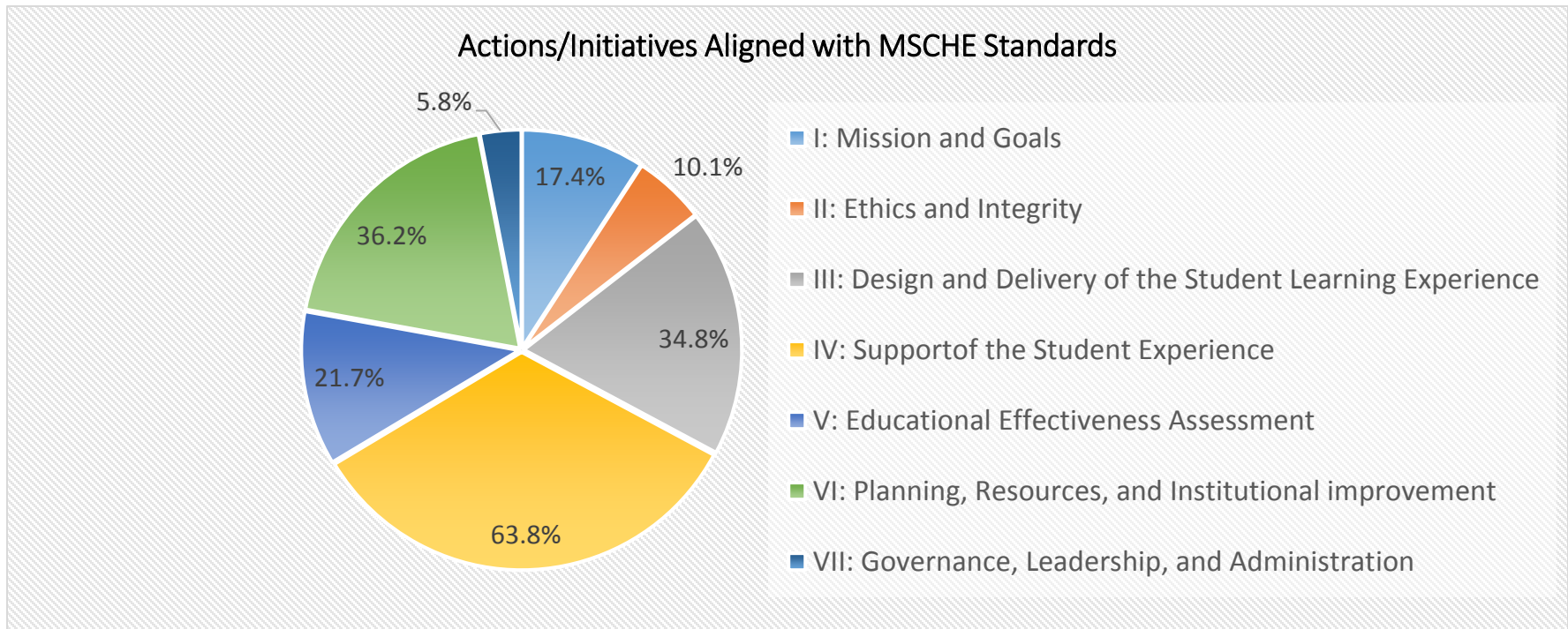
Sixty-nine (69) targeted actions/initiatives were developed to operationalize goals of the Strategic Plan. The charts below indicate the percent of actions/initiatives addressing each focus area in the Goals, Standards, Capacities, and/or President's Goals.



Percent of Action Items/Initiatives addressing each Institutional Goal (69 total Actions/Initiatives) An action or initiative may be aligned with more than one IG.		#
IG 1. Student Success	53.60%	37
IG 2. Community Development/Societal Improvement	18.80%	13
IG 3. Access and Affordability	26.10%	18
IG 4. Institutional Effectiveness	43.50%	30
IG 5. Communication	34.80%	24
IG 6. Diversity	27.50%	19

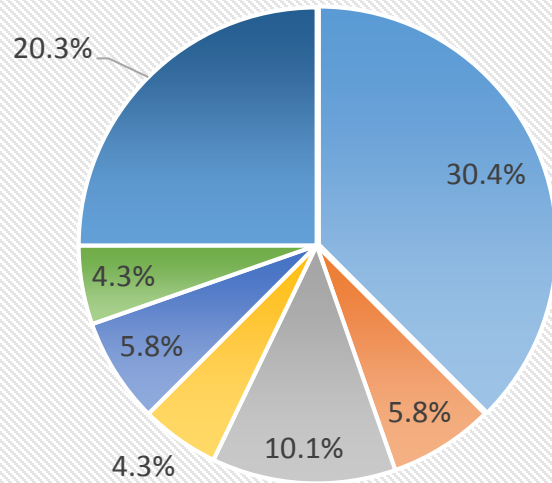


Actions/Initiatives addressing AtD Capacities		#
1. Leadership and Vision	13.00%	9
2. Data and Technology	26.10%	18
3. Equity	26.10%	18
4. Teaching and Learning	26.10%	18
5. Engagement and Communication	39.10%	27
6. Strategy and Planning	21.70%	15
7. Policy and Practice	23.20%	16
Student Focused Culture	71.01%	49



Percentage of Actions/Initiatives addressing each Middle States Standard		#
Standard I. Mission and Goals	17.40%	12
Standard II. Ethics and Integrity	10.10%	7
Standard III. Design and Delivery of the Student Learning Experience	34.80%	24
Standard IV. Support of the Student Experience	63.80%	44
Standard V. Educational Effectiveness Assessment	21.70%	15
Standard VI. Planning, Resources, and Institutional Improvement	36.20%	25
Standard VII. Governance, Leadership, and Administration	5.80%	4

Percent Actions/Initiatives Aligned with President's Goals



- 1A: Enhance student retention and success rates, especially for most at risk
- 1B: Seek increased student feedback about educational experience
- 2: Expand Workforce programs to meet needs of county
- 3: Enhance on-line/distance ed. offerings and support
- 4: Prepare for Middle States team visit
- 5: Incorporate Self-Study feedback into website redesign and deployment
- 6: Enhance College's profile in area of Social Justice

Actions/Initiatives Aligned with President's Goals		#
1a. Utilize Achieving the Dream data to enhance efforts outlined in the Student Engagement Plan to retain students and help them attain success, especially those students most at risk.	30.40%	21
1b. Respond to the Self-Study subcommittee recommendation to be more intentional in seeking student feedback about their educational experience at the College.	5.80%	4
2. Lead the effort to expand workforce programs to address emerging needs of the county, especially in STEM fields.	10.10%	7
3. Through the rollout of the plans articulated in Distance Education Report and response to recommendations submitted by the Self-Study subcommittees, enhance on-line academic offerings and student support.	4.30%	3
4. Take an active role in preparing for the Middle States Accreditation Team visit scheduled for Spring 2018, including responding to Self-Study subcommittee recommendations.	5.80%	4
5. Incorporate many of the recommendations of the MSCHE Self-Study subcommittees into the website redesign and deployment.	4.30%	3
6. Enhance the College's profile in the area of Social Justice, utilizing the Center for Social Justice and Human Understanding, AtD initiatives, the Diversity Strategic Plan, and information gathered through the Civil Rights audit.	20.30%	14

Division or Campus	Responsible Executive	Activity/ Initiative (including timeline)	Lead Responsibility	Criteria for Success (including measure)	Timeline	January 2018 Update	IG(s)	ATD comps	MSCHE standards	Pres. Goal(s)
Ammerman Campus	Exec Dean, Assoc. Dean of Student Services	Re-Admission Project: Work with 75 identified students who applied for re-admission Spring and Summer 2017, to initiate a coordinated internal support system for possible re-admission to the College.	Admissions Director	All 75 identified students will be individually contacted. 50% of those will have appointments to discuss and develop a re-enrollment strategy. Follow up appointments will occur with 75% of the students with initial appointments with counselors. Readmit 25 students to the College	Spring and Fall 2017 January 2018	77 students were individually contacted, 34 were readmits / 43 probation. 29% of the total students contacted met with a counselor to discuss enrollment and student success strategies. Although every student was contacted, very few students responded / were willing to come in. There was significant difficulty in getting the students to come in for face-to-face meetings. Among the participants, there was qualitative data gathered that indicate difficulty for students in navigating the website, hours for counseling not being convenient, and self-reporting of poor organizational skills and procrastinating. Students said they recognize the importance of face-to-face meetings with counselors and advisors, but cited issues such as those above as obstacles.	1, 3, 4, 6	3, 4, 5, 6	III, IV	1a, 6
Ammerman Campus	Exec Dean, Assoc. Dean of Student Services	Minority Leadership Academy & SAAB (Student African American Brotherhood): Based on data from the AtD report, establish a chapter of the Student African American Brotherhood at the College to better address the academic performance and needs	Associate Director of Multi-cultural Activities	Firm dates are under review, but will have representation in both the Fall and Spring semesters. The number of students targeted for participation has not yet been set.	Fall 2017 through Spring 2018	A potential “coach” has been identified that will provide guidance for the establishment of a SAAB chapter for Fall 2018. Interest recruiting meetings for the Leadership Academy and Black Male Initiative were conducted last semester. Several students expressed interest in the outreach programs. The students will be personally contacted and invited to attend meetings and	1, 3, 6	3, 5	IV	1a, 6

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		of African-American and young males of color throughout their college experience.				workshops that will be conducted twice a month in the Spring semester. An interest survey was developed to gain understanding of how the target population feels they can be supported in their studies. This interest study will be conducted during the first three weeks of the semester during welcome back activities. Results of the survey will be used to help customize the services and workshops offered through the Black Male initiative and the Minority to Majority Leadership meetings. Once the core students from the outreach programs are established, we will attend SAAB events at SUNY Stony Brook to help garner more interest in participation of SAAB.				
Ammerman Campus	Exec Dean, Assoc. Dean of Academic Affairs	ALP/Counselor Pairing: The English Department will work with Assistant Dean Tom Tyson to pair a counselor with each student who is placed into the developmental course to provide these students with a point of contact for advisement.	Dept. Chair and ALP Lead Faculty	Track retention, grades, and persistence for these students as a partial measure of the success of the counselor involvement. Create and distribute a survey for students to assess their perceived level of connectedness and success in these	Spring 2018: offer newly approved course ENG012. Spring 2018	Two sections of ALP will be running in the spring. The Associate Dean of Academic Affairs, the department chair, and the ALP faculty are currently working with Counseling on that portion of the program.	1, 3, 4	3, 4	III, IV	1a, 6

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				courses and with the college.						
Ammerman Campus	Exec Dean, Head Librarian	Radio/Television History: Improve educational and community engagement with the history of Radio and Television on Long Island. Programming during each semester will include a reception at the RTV Historical Display.	Head Librarian, RTV Program Chair	Implementation of program. 10% student attendees should be from majors other than Radio TV for each of the receptions. Five additional new members of LI Historical Society to attend RTV receptions.	Fall 2017 and Spring 2018 Fall 2017 and Spring 2018 Fall 2017 and Spring 2018	IG1: Students completed assignment and assessment questions. Comments were positive and thorough. From comments it was clear that students had learned about the history of radio on Long Island. IG2: Students commented that they appreciated hearing from those who have a deep knowledge of the history of radio on Long Island. They also interacted with the Ellsworth family and members of the Society. They gave very positive reviews of the content of the display case and video which had been planned and implemented with a lot of help from Society members as well as faculty and students.	1, 2	4, 5	III, V	1a
Ammerman Campus	Exec Dean, Head Librarian	Information Technology Literacy: Initiate transition of information literacy assessment activities to assessing the SUNY Gen Ed. COL classes, and begin assessing student’s understanding of individually selected article abstracts.	Head Librarian	Surveys administered by library faculty for the Gen Ed. Assessment team. Students completed COL handouts to evaluate “hashtags” (keywords provided by individual students) and Critical Thinking outcome. 70% success rate.	Fall 2017 Spring 2018	There will be 27 sections of the COL class in the spring. The course will be instructed using a uniform handout sheet, and will be using a uniform grading chart to assess the keywords. Those sheets will be used to assess the experience of the students in terms of learning outcomes.	1, 5	4, 5	III, V	1a

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				By the end of the year, 80% of the COL classes will use the material.	End of Spring 2018 semester					
Eastern Campus	Executive Dean	Oversee the construction and opening of the Health and Wellness Center.	Executive Dean in consultation with the Associate Dean of Educational Resources and Director of Plant Operations	<p>Planning meetings will incorporate a campus stakeholder in bi-weekly construction meetings enabling the Executive Dean to be apprised of relative matters.</p> <p>Campus based meetings will be held to inform campus-based stakeholders of progress and details and will include academic departments, special events, campus activities, and governance stakeholders.</p> <p>A communications /marketing campaign will be established with central stakeholders and will be marketed for campus and community</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>New membership will include Director of Plant Operations and is ongoing. Ongoing. Next meeting scheduled for February 2018.</p> <p>No progress. Discussion to ensue this spring semester between Executive Dean and MaryLou Araneo’s area.</p>	1, 2, 5	5, 6, 7	III, IV, VI, VII	

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				interested parties for information.						
Eastern Campus	Executive Dean	In collaboration with Academic Affairs and College and Campus Coordinators for ESL, discuss how to more ably assist the College’s approximately 800 ESL students in transitioning to college-credit bearing courses and matriculation status.	Executive Dean in collaboration with Director of Campus Activities and Student Leadership Development, Campus Director of Enrollment, the College Director of English as a Second Language, and the Campus Coordinator for ESL	After discussion with stakeholders, provide recommendations to College Director of English as a Second Language and Office of Academic Affairs, ways to assist ESL students in their academic and life goals. Engage students in networking and social events for students on campus on Friday night and Saturdays.	Fall 2017	1. Enrollment Services Director discussed idea with college wide director. College wide director agreed to incorporate faculty conversation into level 5 classroom. 2. Campus Activities facilitated two student leader led intentional engagement activities during non-class time. Will continue in spring. *assessment on student interest in receiving more programming should be pursued.	1, 2, 3, 5, 6	1, 3, 4, 7		
Eastern Campus	Executive Dean	Improve way-finding and access to essential areas for persons with physical limitations including, but not limited to, restroom access in all buildings.	Director of Plant Operations	Two of the five buildings will have handicap accessible egress to male/ female/ gender neutral restrooms. All five buildings will have handicap accessible egress to male/ female/ gender neutral restrooms.	Fall 2017 Spring 2018	Fall 2017: Accessibility improved in three of the five buildings accomplished. Nothing done to date on way-finding signage. Awaiting information re OCR and Central facility guidance. Spring 2018: Two remaining buildings will be addressed for accessibility to restrooms. Wayfinding signage issue should be pursued.	2, 6	6, 7	III, IV, VI	
Eastern Campus	Executive Dean	Data from OPIE indicates 61.6% of students at the Eastern	Associate Dean Academic Affairs Eastern Campus	A final report of findings and suggestions	Fall 2017	Focus group training facilitated in December 2017.	1,3	SCF, 1,5,6	III, IV, V	

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		<p>campus are enrolled part-time.</p> <p>Fall 2017: Student services will facilitate four focus groups with part-time students during the fall 2017 term. A report will document findings from focus groups in an effort to summarize student goals and needs.</p> <p>Spring 2018: Using the results of the focus groups, campus planning relative to service delivery for part-time students will be discussed. Recommendations will be made in collaboration with leadership from student services and academic affairs.</p>		regarding part-time student goals and needs.		Focus groups will be hosted in spring 2018. Given the change in administration, suggest Associate Dean of student services facilitate coordination of project with Assistant Dean of Student Services.				
Grant Campus	Executive Dean	<p>Academic Curriculum: Develop new curriculum for review in the following areas: Dental Hygiene, Performing Arts, STEM Programs (based on the consultant’s report)</p>	<p>Program Coordinator, Dental Hygiene; College Associate Dean for STEM/CTE; Associate Academic Chair/Associate Professor,</p>	<p>Dental & Performing Arts complete program and course proposals.</p> <p>Dental & Performing Arts presentation to Curriculum Committee</p>	<p>Feb 1, 2018</p> <p>March 2018 Meeting</p> <p>Fall 2018</p>	<p>A full Dental Hygiene curriculum proposal was created and went through the governance process. The curriculum was approved and sent to SUNY early January. Performing Arts</p>	1	4	III, IV	1a, 1b, 2

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			Communication and the Performing Arts	Performing Arts program implementation	Fall 2019	we have developed several new courses (approved through campus curriculum) needed for the program and the full curriculum will be sent to SUNY late spring.				
				Dental program implementation	May 1, 2018					
				STEM Programs: complete program and course proposals	Fall 2018 Meeting	A draft curriculum for IT, Energy MGT, and two stackable credentials have been developed by the Associate Dean of STEM but will now be reviewed by the new Senior AVP for STEM at the College.				
				STEM presentation to Curriculum Committee						
				STEM program implementation	Fall 2019	Currently on track with these dates				
Grant Campus	Executive Dean	Plant Operations: Oversee the design and renovation of the new Sagtikos Arts Center (\$6.1 Million), move Plant Operations to the new building, and begin the design process for the historic Red Barns.	Executive Dean, Exec. Dir. of Facilities/Tech Support, and Dir. of Facilities	Complete Sagtikos design	January 2018	The committee completed their work of selecting an Architect and this was approved by the College (Dec. 17). The committee program plan was approved by Dr. McKay and we are currently working on the design plan.	1,2	6	VI	6
				Select architect and have final designs approved by the president and BOT	February 2018					
				Begin Sagtikos construction and Successfully move the Plant Operations department to new building	Summer 2018	Pending arrival of new building				
				Submit first draft of the re-design of the Red Barns	Fall 2017					
					June 2017	Change of plan to make this building the: Center for Social Justice.				

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Grant Campus	Executive Dean	TLC / Professional Development: Launch and complete the first Counselor Learning (CLC) and Honors Learning (HLC) Communities	Executive Dean and Associate Professor	Implement and access both the CLC and HLC	Oct 2017 and May 2017	The program was implemented with 8 Counselors and will continue through the spring 2018 semester. The program was implemented with 6 faculty and will continue through the spring 2018 semester.	1	4, 5	III, IV	1a
Grant Campus	Executive Dean	Launch the new "30 minutes or less" faculty technology workshops	Executive Dean and Associate Professor	Design and implement the technology workshops; hosting 6 workshops this academic year.	Late Fall, early Spring (Jan, 2018)	Currently in the design stage for implementation mid-spring semester.	4,5	2,4	VI	1a
Grant Campus	Executive Dean	Implement the 4 meeting with new faculty on the topics of course outline prep, technology, diversity, and student development	Executive Dean and Associate Professor	Implement the 4 meeting with new faculty on the topics of course outline prep, technology, diversity, and student development	Beginning October 2017	Dr. Ryan, our TLC Coordinator has offered 1 workshop during the fall semester and will continue the workshops into the Spring.	5	1,5	III, IV	1a
Grant Campus	Executive Dean	Academic Support Programs: Enhance the tutoring offerings and foster growth of student usage	Assistant Dean for Academic Support Programs	Provide additional tutoring services in Nursing, Vet Science, and Science drop-in study tables Increase the center utilization by 1% each semester (total 2% annual growth)	October 2017 May 2018	This fall semester we have launched a new Science / VST Program in tutoring (648 appts held fall'17) and a new drop in tutor in the HSEC Nursing Center. Based on some inaccurate baseline data we are currently tracking appointments with accurate measures.	1	3	III, IV	1a, 1b
Grant Campus	Executive Dean	Student Services: Create enrollment management plans (with implementation) in the areas of: HIT, Art (visual & photo), Paralegal, and MFT.	Campus Associate Dean of Student Services	Create and implement individual departmental plans, which will include single program	Spring 2018	Admissions and the Executive Dean are in process of planning our high school "Dine and Discussion" program for March, 2018	6	4	IV	6

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				"open house" initiatives						
Grant Campus	Executive Dean	Implement procedure, policies, and function of the new Special Needs testing Center w/ in Coordinator.	Campus Associate Dean of Student Services	Assess the function and success of the new Special Needs Center	March 2018	We are currently trending higher in use of service for the Special Needs Testing Center: (fall 17: 1577 appts compared to Fall 16: 1373)	6	4	IV	6
Grant Campus	Executive Dean	Campus Diversity Committee: Begin to implement the plans design through the committee.	Campus Associate Dean of Student Services	Implement 3 new initiatives via the campus diversity committee spring 2017 report	Complete by May 2018	As of December the Diversity Committee has implemented" focus groups and a written report, a Latin X program (these completed) and have 2 student town hall activities planned.	6	4	IV	6
Grant Campus	Executive Dean	Re-Design the administrative process for campus internships.	Campus Associate Dean of Student Services	Create and implement an internship process.	Fall 2017 through Spring 2018		1	7	III, IV	6
Office of Academic Affairs	Dean of Instruction	Completion of the Middle States Self-Study.	Dean of Instruction/ALO	Passage of 100% of Middle States Standards	Spring 2018	Written report complete, and approved by the BOT for submission.	4	6	I, II, III, IV, V, VI, VII	4
Office of Academic Affairs	Director, Center for Innovative Pedagogy	Pilot and then aid academic chairs in utilizing the online observation tool.	Director, Center for Innovative Pedagogy	Full utilization of this new tool via the Blackboard Learning Management system with feedback from chairs and professors	May 2018	Online observation guide developed and reviewed.	4	2, 4	V	3
Office of Academic Affairs	Exec. Director of Sustainability Programs	Establish a written benchmark for institutional sustainability to help determine the extent to which sustainability is evident in SCCC's curriculum, operations, and all other college functions.	Exec. Director of Sustainability Programs	AASHE (The Association for Advancement of Sustainability in Higher Education), has created a standardized tool called STARS (Sustainability. Tracking and Rating System), which can	End of FY 2017-2018	AASHE has revised the STARS tool from version 2.0 to version 2.1. Completed STARS review pilot program participation application, which obligates us to complete the preliminary reporting document by June 2018.	2,4	6,7	VI	2

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				be utilized for this undertaking. With appropriate input and cooperation from all divisions.						
Office of Academic Affairs	Associate Dean of Faculty & Professional Advancement	Engage in at least one targeted AtD related professional development opportunity for our adjunct instructors.	Associate Dean of Faculty & Professional Advancement	One professional development opportunity will be held.	May 2018	Approval received for adjunct participation in Spring 2018 Professional Development Day. Letter of interest written, reviewed, and to go out via e-mail the week of 1/30/18.	1,4	4	IV	1a
Office of Academic Affairs	Associate Dean of Faculty & Professional Advancement	Hold one event on each campus co-sponsored with the Office of Professional Advancement and campus based TLC's by Spring, 2018.	Associate Dean of Faculty & Professional Advancement	All 3 campuses will have a co-sponsored event no later than May, 2018.	Spring 2018	One event held on the Ammerman Campus in December, 2017, on ADA compliance for online learning.	1, 4	4	IV	1a
Office of Academic Affairs	Assistant Dean for Academic Affairs	Share Suffolk's Early Intervention Initiative, designed to assist high school students in mathematics college readiness, to Suffolk County high schools with a high African-American population. Support high school faculty in those high schools in implementing the initiative.	Assistant Dean for Academic Affairs	Identify top four Suffolk County school districts with the highest African-American population. Contact at least two Suffolk County school districts with the highest African-American population and share Suffolk's Early Intervention Initiative. In addition, serve as a resource to assist one district	December 2017 May 2018	Districts identified. Data collected and ready for review.	1, 6	3, 5	III, IV	1a

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				implement the initiative.						
Office of Academic Affairs	Assistant Dean for Continuing Ed.	Partner with two new companies for SUNY Workforce Development Grant.	Assistant Dean for Continuing Ed.	Development of two new SUNY Workforce partnerships.	July 2018	One new company agreed to partner (a pharmaceutical) in fall 2018.	2,3	5	III, VI	2
Office of Academic Affairs	Assistant Dean for Continuing Ed.	Fully develop two new STEM student research partnerships.	Assistant Dean for Continuing Ed.	Development of STEM partnerships	July 2018	Meetings already held with USDA representatives to explore research opportunities on Plum Island, NY.	1	3,5	III,IV	1a, 2
Office of Academic Affairs	Director of English as a Second Language Program	Conduct a professional development workshop for non-credit ESL adjunct faculty via WebEx on the use of Blackboard.	Director of English as a Second Language Program; CIP Staff	Planning for the workshop. Conduct workshop with 50% of non-credit ESL adjunct participation.	Fall 2017 Spring 2018	Planning stages complete. Faculty surveyed was conducted fall 2017 to ascertain interest and availability. Planning meeting held with CIP staff who will conduct the Blackboard training workshop. Two separate workshops will be held (one for beginners and one for more advanced).	3, 6	2, 4, 5	III, IV	1a, 3
Student Support Services	College Director of Student Support Services	Create and implement two workshops to assist SSS program students with the registration process so that fewer students will need individual appointments after attending the workshops.	College Director of Student Support Services	Develop the workshops. Present two during the weeks leading up to Priority Registration.	April 2018	Planning stages complete. Workshops developed and scheduled to be presented during a mid- March, three week period, prior to priority registration	1	2, 3, 5	III, IV, VI	1a
Office of Academic Affairs & Eastern Campus	Associate Dean of Nursing	Increase the 2017 year-end first time licensure pass rate to at least 80% (not achieved in 2016, goal represents increase of 5%).	Associate Dean of Nursing & Chair of PNU	The 2017 year-end pass rate (January 1 2017-December 31 2017) as reported by the NCSBN in February 2018 will state a pass rate of 80% or higher.	February 2018	Goal achieved. College PNU pass rate at 86%.	1, 4	3	V	

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Office of Academic Affairs	Associate Dean of Nursing	The 2017 year-end first time licensure pass rate will be at least 80% for the program aggregated as a whole.	Associate Dean of Nursing	The 2017 year-end-pass rate (January 1 2017-December 31 2017) as reported by the NCSBN (in February 2018) will state a pass rate of 80% or higher for the program aggregate as a whole.	February 2018	Goal achieved. College RN aggregate at 80.5%.	1, 4	3	V	
Office of Academic Affairs & Ammerman Campus	Associate Dean of Nursing	The 2017 year-end first time licensure pass rate will be at least 80% for the program location: Ammerman campus (achieved in 2016 at 82%).	Associate Dean of Nursing & Chair of RN at Ammerman	The 2017 year-end-pass rate (January 1 2017-December 31 2017) as reported by the NCSBN (in February 2018) will state a pass rate of 80% or higher for the Ammerman Campus.	February 2018	Goal achieved. Ammerman RN pass rate at 86.5%.	1, 4	3	V	
Office of Academic Affairs & Grant Campus	Associate Dean of Nursing	The 2017 year-end first time licensure pass rate will be at least 80% for the program location: Grant campus (not achieved in 2016; goal represents increase of 4%).	Associate Dean of Nursing & Chair of RN at Grant	The 2017 year-end-pass rate (January 1 2017-December 31 2017) as reported by the NCSBN (in February 2018) will state a pass rate of 80% or higher for the Grant Campus.	February 2018	Goal not achieved. Grant RN pass rate at 74%.	1, 4	3	V	
Office of Academic Affairs	Associate Dean for Curriculum Development	Develop an intranet portal for all SCCC staff and faculty to access information related to the Office of Curriculum Development. The portal will hold all policies procedures and	Associate & Assistant Deans for Curriculum Development	Portal site developed Use a rubric to assess for ease of use and completeness	April 1, 2018 May 15, 2018	Stage 1 is complete. A shared network folder has been developed with all the policies, procedures, and forms. In addition, all archived curriculum proposals and academic program reviews have been added to this drive.	4, 5	2, 5, 7	III, VI, VII	5

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		forms for curriculum development and academic program review and will be repository for archived program reviews. In addition, the portal will contain all college-wide academic policies and related forms and information.		Operational	August 1, 2018	Stage 2 will be implemented in the spring with assistance from IT.				
Office of Academic Affairs	AVP for Workforce Development	Expand efforts within the economic development community to form a coalition that would continue to inspire and promote the talent pipeline featuring “women in manufacturing.”	AVP for Workforce Development	Host awareness event; conduct satisfaction and needs assessment; plan future related programs.	October 2017	<i>Women in Manufacturing / STEM Summit</i> held on October 6, 2017 on the Michael J. Grant Campus at 9:30 am. Attendees included high school and college students, staff, and female leaders from the local workforce	2	3	VI	2
Office of Academic Affairs	Associate Dean of Special Programs & External Partnerships	Develop and deliver 3 COIL (Collaborative Online International Learning) workshops for faculty.	Associate Dean of Special Programs & External Partnerships	Increase the number of courses to a least 3. Offer those 3 COIL courses.	May 2018 Fall 2018	Workshops fully developed and scheduled for delivery in April 2018.	2,3	4	III	1b
Office of Academic Affairs	AVP for Academic Affairs	Design and begin implementation of the 14 AtD activities created to bolster student success for our African American and part-time students as outlined in the 2016 ATD Cohort Action Plan.	AVP for Academic Affairs, AtD Co-chair, Members of the AtD Core Group	Complete at least 75% of the AtD activities listed as part of the 2016 ATD Cohort Action Plan.	August 2018	Of the 14 AtD activities, progress has been made on the design of 50% of them with weekly meetings scheduled during the spring 2018 semester.	1, 4, 5, 6	3, 5, 7	III, IV, VI	1a, 6

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Student Affairs	Vice President for Student Affairs	Revisit and revise, as needed, the current general orders and standard operating procedures.	Director of Public Safety	A revised general orders and standard operating procedures will be submitted to legal affairs for review.	June 2018	There are 8 sections completed of the suggested 14 standards for operating procedures based on standards from International Association of Campus Law Enforcement Administrators. The completed sections include: Vehicle refueling policy, internal written communication, code of conduct, patrol functions and tactics, command protocol, vacation leave and sick time, active shooter protocol, chain of command.	5	7	VI	
Student Affairs	Vice President for Student Affairs	Provide technology in-service for the part time nurses to learn the necessary technology systems of Health Services.	College Assistant Dean for Student Engagement and Campus RN	75% of part-time nurses will be able to update immunization records in Banner, utilize NYSIS and CIR, and “Bannerize” older files.	June 2018	Complete	3	7	IV	
Student Affairs	Vice President for Student Affairs	Develop a plan of action for the implementation of a Customer Relations Management system to assist the College increase prospective to registered yields.	College Dean of Enrollment Management and Campus Directors of Admissions	Completion of a white paper regarding the advancement of enrollment services through a CRM system	June 2018	A budget request was submitted for 2018-19 academic year. The budget narrative includes current research and outcomes of CRM systems. As a result it was deemed unnecessary to complete the white paper. Additionally a consultant will review the current banner admissions module and the impact of adding a CRM system will have on it.	3	2	IV	
Student Affairs	Vice President for Student Affairs	Develop a support program to address the needs of African American students.	College Coordinator of Multicultural Affairs and Campus Assistant	A support program for African American students will be prepared and ready to be operationalized.	December 2017: conduct mtgs with identified students.	Formal and informal focus groups have been conducted. Plans for support programs are in discussion.	1, 5, 6	3	IV	1a

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			Directors of Campus Activities		March 2018: outline program and support measures based on identified needs. June 2018: implement program					
Student Affairs	Vice President for Student Affairs	Implement two additional outreach measures to faculty regarding the academic alert system.	College Associate Dean for Registrar	There will be a 5% increase in faculty use of the academic alert system.	October 2017: College Brief and additional e-mail alerts to faculty Spring 2018: alerts sent to faculty the 6 th , 7 th , and 8 th weeks of the semester.	The faculty received an additional college brief reminding them to participate in the early alert. Students received an email and two text messages to check the academic alert in MySCCC.	1, 5	4	IV	1b
Student Affairs	Vice President for Student Affairs	Develop a display name/preferred name policy for students to respond to the needs of international students, transgender and gender non-conforming students, and members of the College community who prefer to use a middle name or a nickname.	College Assistant Dean for Student Engagement Assessment	Display name/preferred name policy presented and approved by the Board of Trustees. Implement policy, which will be in line with Banner 9 implementation.	December 2017 Spring 2018	The policy has been developed and reviewed by the LGBTQ task force and is currently being reviewed by the Chief Diversity Officer	1	3	IV	6

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Student Affairs	Vice President for Student Affairs	Based on Achieving the Dream data, provide a professional development opportunity on implicit bias and its impact on student support.	Student Affairs Professional Development Committee	25% of full-time professional staff in the Division of Student Affairs will have participated in implicit bias training.	June 2018		4	5	IV	6
Student Affairs	Vice President for Student Affairs	Identify and address weaknesses in the student judicial process.	Vice President for Student Affairs and the College Assistant Dean for Student Engagement Assessment	A revised student judicial process will be prepared for the Board of Trustees.	June 2018	The Associate Deans of Student Services are meeting on Friday, January 26, 2018 to discuss addressing a weaknesses.	1	3	IV	
OPIE	VP of OPIE	Create a Master Data Warehouse to provide more efficient and accurate collection of data for reporting and eventual dashboarding.	OPIE Specialist II and College Associate Dean for Computer Information Services	Development of the architecture for Warehouse.	October 15, 2017: completed January 30, 2018: all necessary tables constructed June 1, 2018: tables populated August 15, 2018: OPIE personnel trained in use	Staff members from OPIE and ITS have scheduled a meeting to further outline the project, look at the requirements document, and focus on some of the ODS table.	4, 5	2, 5, 6	I, V, VI	4
OPIE	VP of OPIE	Train College personnel to use Nuventive software to report on operational planning, and utilize this method	Assistant Director	At least one person in each division or campus trained to report on Operational Planning.	December 2017	Almost all staff members identified for training by President's Cabinet members have been trained. The final two training sessions are scheduled for the week of January 8th.	4, 5	2, 5, 6	I, V, VI	4

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		for the January and June reports.		At least two persons from each division or campus.	May 2018					
OPIE	Executive Director of OPIE	Rework Student Data Packages to be more user-friendly and provide more helpful information to academic programs under Program Review.	Executive Director of OPIE and OPIE Specialist I	Draft of reworked data package developed. Review by AAC members and Academic Affairs, using review rubric	October 31, 2017 December 20, 2017	The first draft of a reworked data package (Tables 1-5C) has been completed. The revised package is currently being reviewed by the Assistant Director, OPIE to gauge clarity and whether the document is more user friendly. A final draft will be sent to the VP, OPIE by the end of the month.	4, 5	2, 5, 6	V, VI	
OPIE	Executive Director of OPIE	Create an OPIE “ticketing” system to provide more efficient distribution of tasks/requests and to better manage workflow.	Executive Director of OPIE and Assistant Dean, IT	Development of ticketing system. Beta testing done with select “clients.” Deployment of system College-wide Assessment of system’s usefulness	Nov. 15, 2017 Nov. 15 th through December 20, 2017 January 15, 2018 June 18, 2018	OPIE “ticketing” system has been created and is currently being tested by selected SCCC stakeholders. After receiving feedback, OPIE is looking to implement the system college-wide by the end of January.	4, 5	1, 2, 5, 6	V, VI	
OPIE	Executive Director of OPIE	Conduct a review of the AAC to provide structural clarity, improve member engagement and effectiveness, and recommend revisions, where applicable, to frequency of meetings, rubrics utilized, PD activities, and timelines associated with annual	Executive Director of OPIE w/AAC co-chairs and AES, Administrative and Academic Assessment leaders.	Develop draft document and e-mail of draft document to the VP of OPIE Review by AAC members and Academic Affairs, using review rubric	April 2018 April 2018	Throughout the Fall 2017 semester, the AAC co-chairs met as a group and with other institutional assessment liaisons to discuss the AAC. Three primary areas of focus--purpose, engagement and membership--have been identified for the 2018-2019 academic year. Tentative timelines have been outlined, but final timelines will be based on the M.S. accreditation visit and assessment recommendations, if any.	4, 5	1, 5, 6, 7	V, VI	

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		assessment efforts at the College.		Present document to JPAC If approved by JPAC, e-mail final document to President McKay Full implementation	May 2018 May 2018 September 2018					
Business & Financial Affairs	VP Business & Financial Affairs	Select a 3 rd party provider of electronic student refunds that is the best fit for the College.	Associate Dean of Financial Services	Reduce paper check refunds by 50%. Reduce unclaimed Title IV funds by 10%	End of FY 2017-2018	Department has identified a 3rd party provider. General counsel is reviewing NYS contract	3	7	IV	
Business & Financial Affairs	VP of Business & Financial Affairs	Assess Shark Mart to improve compliance, productivity, user satisfaction and other areas for improvement.	Adm. Dir Bus. Services	Create baseline for comparison.	End of FY 2017-2018		3	7	IV	
Business & Financial Affairs	VP Business & Financial Affairs	Create College policy to increase student awareness and understanding about their financial liability to the College if they lose their financial aid.	Associate Dean of Financial Affairs	Define and increase outreach to this population of students by 10%.	End of FY 2017-2018	Met with representatives from Student Affairs, Campus Business Offices and IT to discuss how to improve communication. Proposed new policy for handling this student population. An agreement was reached to adjust dates for confirming attendance until after Spring grades were published to reduce the number of students who lose FA after confirming attendance, however due to Banner 9 migration, this will be pushed out to Spring 2018. FA has begun reaching out to students who lose FA to assist them in the appeals process and/or securing other aid. No consensus was reached on how to handle students who lose aid and never	1	7	IV	

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						attend - continued discussion/ administrative policy needed.				
Business & Financial Affairs	VP Business & Financial Affairs	Identify improvements to the Tuition Payment Plan in terms of timing and the number of payments to enhance student access to education, while protecting the College from increased liability.	Associate Dean of Financial Affairs	Reduce the percentage of students who default on their TPP payments by 3%.	End of FY 2017-2018		1, 3	7	IV	
Business & Financial Affairs	VP of Business & Financial Affairs	Perform analysis of meal plan usage and where funds are used.	Jaime Hahn, Auditor	Increase spend by 2% over previous year.	End of FY 2017-2018	College saw a decrease in students who never used meal plan funds of 3%. Sales for Fall 2017 increased 10% over Fall 2016. Meal plan usage increased 9%, cash/credit sales increased 12%/	3	5		
Office of Computer and Information Services	VP of Information Technology/ Chief Information Officer, VP Student Affairs, AVP Academic Affairs, AVP Employee Resources	Upgrade the Banner system from Banner 8 to Banner 9.	Assistant Dean, Enterprise Applications, ITS Associate Director, Enterprise Applications, ITS ITEC Center – Oracle DBA, disk space (SAN), firmware, middleware, backup/ migration) SICAS Center – Banner releases, patches, upgrades Associate Director, Systems/Data Center, ITS	Successful Banner implementation and availability. 100% of Banner functionality will be available.	Feb 2018: implement all Banner prerequisites needed to transition to Banner 9 March 2018: ITEC complete the build of the Banner 9 environment in Buffalo March 2018: implement/ configure Application Navigator	The first meeting of the implementation team was held and the project plan, timeline, stakeholders, training, and communication needs were reviewed. Following the meeting, a training coordinator was added to the team and a subgroup met to discuss training. A training site has been created and the development and sharing of training materials has begun. Also, dates for monthly team meetings have been scheduled. Regarding prerequisites: - Testing for the Oracle Wallet Proxy in progress. - Request submitted to SICAS to install Banner 9.12 prerequisites into non-PROD environment for testing.	1, 5, 6	2	I, IV, VI	

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			Associate Dean Master Scheduling/ Registrar		April 2018: Test May 2018: Identify training and Help Desk Needs June 2018: Go live with Banner 9 Administrative Forms.					
VP of Information Technology/Chief Information Officer, VP Student Affairs	VP of Information Technology/Chief Information Officer, VP Student Affairs	Implement Credentials to provide a process for the students to order transcripts and for the College to transmit transcripts to other institutions electronically.	College Associate Dean, Master Scheduling/Registrar Assistant Dean, Enterprise Applications, ITS Associate Director, Enterprise Applications, ITS Head Clerk, Central Records	Successful implementation and availability. Vast reduction of paper generated transcripts. System available to students and Central Records.	2017 3Q: ITS complete integration between Banner and Credentials 2017 3Q: ITS complete cover letter for transcripts that students pick up 2017 4Q: ITS and Student Affairs complete testing 2017 4Q: Student Affairs develop	Credential's electronic transcripts went live end of November. Positive feedback received from students. While not part of the project requirements, we are waiting for a response to a follow up email sent to Credentials requesting the status of the creation of the EDI version of the Gen Ed transcript.	1, 5	1, 2	I, IV	

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					communicati on plan					
Office of Computer and Information Services	VP of Information Technology/ Chief Information Officer, VP Student Affairs	Implement a new Career Services employment and internship assistance system (Purple Briefcase).	Assistant Dean, Enterprise Applications, ITS Associate Director, Enterprise Applications, ITS College Director, Career Services Computer Programmer, ITS	Successful implementation and availability. System available to students, employers, and Career Services.	2017 3Q: ITS complete student loads, single sign on security, and conversion from prior system (Job Connection) 2017 4Q: Career Services develop communicati on plan. 2017 4Q: go Live	Purple Briefcase system went live end of November	1, 2, 5, 6	1, 2, 4, 5, 6	I, IV	2
Office of Computer and Information Services	VP of Information Technology/ Chief Information Officer	Move the College’s Banner system from the Buffalo State ITEC data center to the new state-of-the-art center at the Victory Technology Center (VTC). The enhanced infrastructure will provide more streamlined systems to assist students with their learning environment, communication, and technology.	Assistant Dean, Enterprise Applications, ITS Associate Director, Enterprise Applications ITEC Center— Associate Director, Systems/Data Center	Successful Banner implementation and availability 100% Banner functionality and supplemental third-party systems will be available	2017 4Q: ITEC develop the infra-structure in the new data center 2018 1Q: ITS testing 2018 1Q: Banner 8 Functional Testing 2018 1Q: go live	ITEC turned the systems at the new data center over to ITS in January. Initial SUNYnet connection problem was identified and resolved. Firewalls and connection testing required before Banner and 3rd party systems may be tested. Initial testing requirements identified and full testing plan in development. Technical team expressed concern with the timing of the Go-Live as it may conflict with Priority Registration. Possible delay will be considered as the testing progresses	1, 5, 6	2	I, II, IV, VI	

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Information Technology Services	Associate Director of Desktop Computer Support Services	Upgrade to Office 2016 Professional.	Associate Director of Desktop Computer Support Services.	The previous version of Office is upgraded to Office 2016 Professional and in working order.	March of 2018.		1, 2, 3, 4, 5, 6		I, III, IV, VI, VII	
Infra-structure Services, Information Technology Services	VP of Information Technology	Upgrade cable fiber plant from various buildings to central data hub, which will allow for greater capacity and greater throughput to support both academic and administrative functions. In addition, it will allow for redundant connections to be installed providing automatic failover between connections. It will also prepare the buildings to utilize changing technologies as needed.	Director Infrastructure Services	>80% completion with full connectivity on completed installations	Fall 2018: Eastern Campus Summer 2018: Ammerman and Grant campuses	Eastern Campus has been completed as far as installation of fiber. Two building left to convert to new cabling. Ammerman campus and Grant campus have three buildings left for installation. All other building have been moved to new cable.	1	2	IV, VI	
Infra-structure Services, Information Technology Services	VP of Information Technology	Installation and operation of strategically placed outdoor wireless access to provide better campus coverage in student gathering areas. This will allow students and faculty to actively engage and continue to utilize technology beyond the borders of building walls.	Director Infrastructure Services	All access points completely installed and coverage areas have minimal gaps. Students should be able to traverse the open areas targeted without losing connectivity.			1	2, 5	IV, VI	

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Office of Computer and Information Services	VP of Information Technology	Per the recommendation outlined in section 4.2.1. of the 2015-2016 IT Assessment Engagement consulting report, develop an ITS Project Management Office.	Associate Dean of Computer and Information Systems	Approved features of the office will be in full operation.	Fall 2018	The PMO is up and running. Project requests are being received and projects being managed. Also, projects established prior to the PMO's operation are being tracked. A presentation made to the Cabinet outlining the organization and role of the PMO. Discussions are ongoing regarding the transition to a new IT project governance structure.	1, 2, 3, 4, 5, 6	1, 2, 6, 7	I, VI	1a
Office of Legal Affairs	Chief Diversity Officer	Implement College-wide diversity priorities through the use of the President's Diversity Council (AtD Plan and Diversity Plan.)	Chief Diversity Officer/Chief of Staff (chairs of President's Diversity Council); members of the Council (Including Executive Deans, VP Academic Affairs, VP Student Affairs; Multicultural Affairs, Center for Social Justice)	Prioritize college and campus goals. Implement programs	Fall 2017 Spring 2018		6	1, 3, 5, 6	II, IV	1a., 6
Office of Legal Affairs	General Counsel	Complete voluntary compliance plan in response to the New York State Education Department 2016-17 review.	Legal Affairs (Deputy General Counsel; Affirmative Action Officer; Chief Diversity Officer)	Correct required violations and recommendations within established timelines submitted to the State Education Department	Fall 2017 and Spring 2018	In November 2017, the College provided NYSED with compliance plans for accessibility improvements to campus facilities and buildings. The College proposed a number of corrective measures, including initiating a College-wide wayfinding/accessibility study by campus in order to identify accessible routes of travel from accessible parking areas to buildings and between buildings. The College anticipates engaging the services of a design consultant in the spring of 2018	4, 6	7	II, VI	6

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						<p>to conduct the study, and implementing improvements by the fall of 2019.</p> <p>The voluntary compliance plan was submitted to the NY State Education Department to begin implementation of corrective actions. Updates to the non-discrimination statement and CTE statement were completed as per the letter of finding, and application questions were revised where necessary per the requirements of the letter of finding:</p> <ul style="list-style-type: none"> • Non-discrimination notice on College website appears as a banner at footer of all websites: • Applications for admissions: • College catalog: • Student handbook: • Individual job postings/employment: • Contracts with external vendors were amended to include the non-discrimination notice - • Employment application • CSTEP/STEP and Liberty Partnership applications <p>Annual and continuous public notification were completed as per the letter of finding:</p> <ul style="list-style-type: none"> • Internal employees - College Brief “Prohibition Against Discrimination and Sexual Harassment/Sexual Violence”– October 17, 2017 				

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						<ul style="list-style-type: none"> External/Public notice - Continuing education catalog (p.6) – mailed to all households as well as 63 Suffolk County Libraries: Internal notice to students – posted in the portal (MySCCC) Student Newspapers on all three campuses published notice in December 2017 College Facebook page published the notice on November 28, 2017 - Updates have been drafted for the faculty handbook and will be disseminated in Spring 2018 Updates have been drafted for the Spring 2018 issue of Career Focus Flyers for career and transfer center now include updated notice <p>Draft of new non-discrimination policy is complete and undergoing final review by General Counsel</p>				
Office of Institutional Advancement	Vice President for IA and VP for Academic Affairs	Advance toward completion of redevelopment of all secondary level program/department pages on the College website.	Associate Dean for IA; Assistant Director for Web Services; Assistant and Associate Deans for Curriculum Development	Meetings with each program/ department. Includes an outline of edits for the design. Go-live for program and departmental content pages using	Fall 2017 Spring 2018	President’s Diversity Council met five times during the fall semester and engaged in the following dialogues and work: <ul style="list-style-type: none"> Reviewed goals in strategic and operational plan; employee and student demographics; hiring and search committee activity, hiring process for faculty, staff 	3,4,5	1	III, IV, V, VI	5

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				the new design template.		and adjunct, challenges and upcoming needs in recruitment and retention <ul style="list-style-type: none"> • SUNY wide Diversity Policy; data collection updates; future needs • Faculty and staff professional development needs and current activity • Best practices in climate assessment, inclusion and civility efforts in higher education and at community colleges • Programmatic needs and intersection of work across the campuses including those in Multicultural Affairs and the Center for Social Justice and Human Understanding • Impact of the external climate; local community efforts; impact on student success; feeling of community and belonging; support and educational efforts • Report on the work of different task forces at the college including the Undocumented student taskforce; LGBTQi task force; and Grant Campus Diversity committee • Intersection of this work with compliance (i.e. civil rights compliance review and accessibility for individuals with disabilities) 				

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						Met with Achieving the Dream (AtD) Coaches on implementation of AtD Plan including expectations for equity and student success; and the role of the Council in the implementation of the AtD plan Three members of the Diversity Council attended the SUNY wide Diversity Conference in November 2017 Education of search committees and improvement of hiring process for faculty and staff is continuous. In fall 2017 the Affirmative Action Officer and AVP for Human Resources met with seven search committees. There is continuous updating of information to prevent sexual violence under Title IX and NY State law 129-B. For example, the College Title IX brochure was revised each semester, educational programs took place during new student and employee orientation; during college seminar courses and as stand-alone programming for students.				
Office of Institutional Advancement	Vice President for Institutional Advancement and Foundation Executive Director	Expand Annual Fund, Alumni, and Major Gifts revenue raised by staff within the College Foundation.	Executive Director of the Foundation; Director of Development and Director of Alumni Affairs	Outline of targeted goals that will serve to raise revenue raised in each of the three categories.	Fall 2017 and Spring 2018		3, 4, 5	5,6	II, IV	
Office of Institutional Advancement	Vice President for IA and VP for Academic Affairs	Develop and implement specific communications that support enhanced internal awareness regarding the College's	Vice President for Institutional Advancement and VP for Academic Affairs	Development and deployment of messaging related to both projects that will keep the College stakeholders and	Fall 2017 and Spring 2018		5	5	I, II	1a,4,5, 6

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		Middle States and Achieving the Dream activities.		the College community apprised regarding progress on these major initiatives.						
Office of Institutional Advancement	Vice Presidents for Institutional Advancement and Academic Affairs	Continue to provide leadership to implement the U.S. Department of Labor TechHire RESTORE grant through post-award infrastructure and coordination of the effort.	VP of Institutional Advancement, VP Academic Affairs, College Assoc. Dean of Sponsored Programs	Refine budget, purchasing, hiring, and oversight processes, as well as liaise with the USDOL program officials and Jobs for the Future technical assistance providers. Implement and oversee the participant and program reporting systems to meet 100% of this program's quarterly reporting requirements.	Fall 2017 and Spring 2018		1, 2, 3, 4, 6		I, III, IV	2, 3
Office of Institutional Advancement	Vice President for Institutional Advancement	Improve the grants development pre-and post-award database and align with the pre-award workflow and filing system to strengthen compliance, coordination, and capacity.	VP for Institutional Advancement and College Associate Dean for Sponsored Programs	Revision of MS Access tracking and reporting database. Increase staff training and use from 20% to 100%.	Fall 2017 and Spring 2018		4	2, 5	I, II, III, IV, V	