Suffolk County Community College
2020 – 2021 Operational Plan

Office of Planning and Institutional Effectiveness

January 2021

Suffolk County Community College 2020 -- 2021 Operational Plan

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

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

The Plan, once reviewed and approved by the Interim 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 annual report in August.
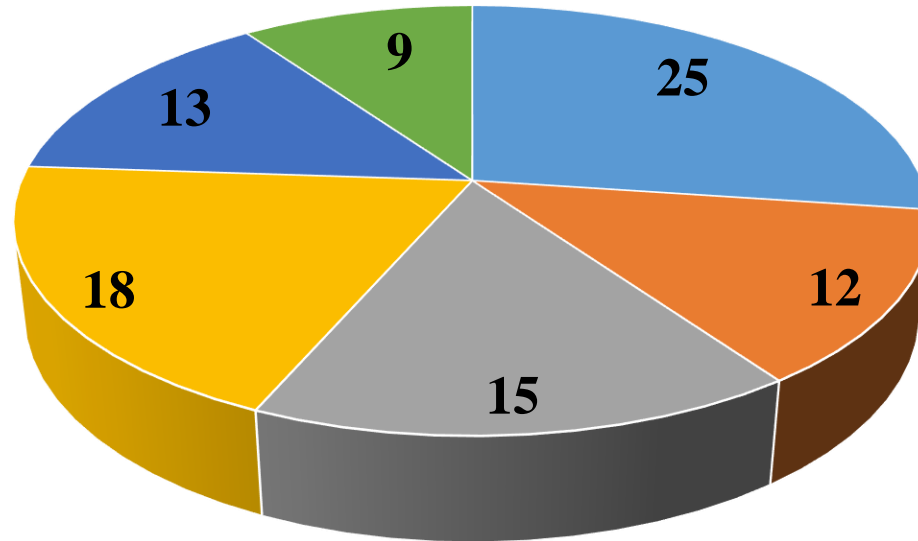
Institutional Goals: 1. Student Success; 2. Community Development/Societal Improvement; 3. Access and Affordability; 4. Institutional Effectiveness; 5. Communication; and 6. Diversity.

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.

Note: Due to the COVID-19 (coronavirus SARS-CoV-2) pandemic and the resulting effects on College operations, including limited access to campuses, most teaching and learning taking place remotely, and the uncertainty surrounding the future of operations, the Cabinet was asked to provide a truncated set of action items until there is more clarity concerning future operations. Future action items may be developed and included as situations warrant. The College's *SUNY Approved Reopening Plan* has been included in this document to provide evidence of ongoing planning, along with a link to all the College's SUNY-approved COVID-19 response plans from September 22, 2020 to the present. https://www.sunysuffolk.edu/coronavirus/reopening.jsp

Thirty-five (35) targeted actions/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 below indicate the percent of actions/initiatives addressing each focus area for the Institutional Goals and Middle States Standards.

Institutional Goals (IGs)

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

Middle States Standards
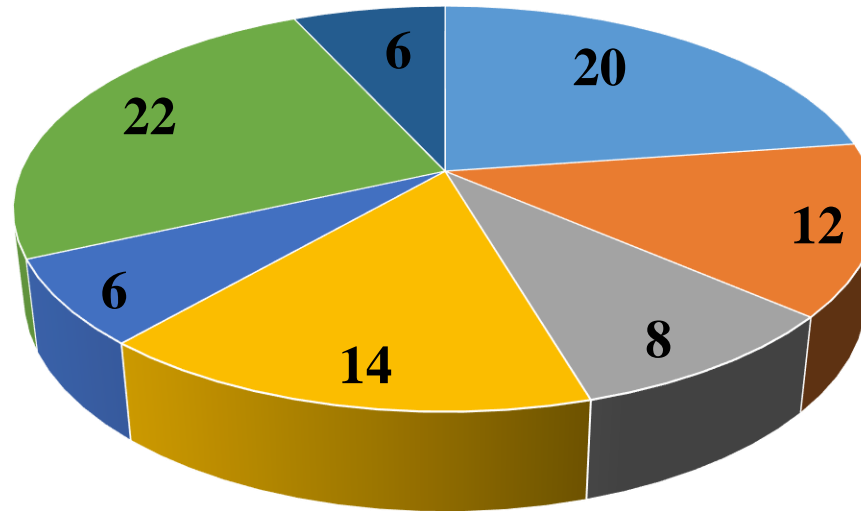
- I. Mission and Goals
- II. Ethics and Integrity
- III. Design and Delivery of the Student Learning Experience
- IV. Support of the Student Experience
- V. Educational Effectiveness Assessment
- VI. Planning, Resources, and Institutional Improvement
- VII. Governance, Leadership, and Administration

Division or Campus		
Ammerman Campus	Responsible Executive	Dr. Irene Rios, Interim Executive Dean
	Activity/Initiative	Enhance the Academic Integration of Social Justice Issues: Support and foster curricular and extra-curricular initiatives that focus on social justice in the United States and the practice of inclusion and diversity in the culture and its institutions. At Suffolk County Community College, all associate-degree granting programs will offer "a sufficient scope to draw students into new areas of intellectual experience, expanding their cultural and global awareness and cultural sensitivity, and preparing them to make well-reasoned judgments outside as well as within their academic field".
	Lead Responsibility	Sandra Sprows, Associate Dean of Academic Affairs Sub-Committee: Jean Anastasia, Raymond DiSanza, Sarah Grunder, Danna Prather Davis, Jill Santiago, Gayle Sheridan
	Criteria for Success Including measure(s)	Implementation of enhanced pedagogy (new courses, revised syllabi or course learning outcomes, etc.) and support for extracurricular activities (coordination with CSJHU and other campus groups).
	Timeline	This would be an ongoing initiative with each semester bringing something new. Fall 2020 – form committee and set goals Spring 2021 – departmental conversations about existing and potential courses with social justice in mind Fall 2021 – enhance curricular offerings with social justice in mind and improve coordination with CSJHU events Spring 2022 – implement enhancements and activities as planned by the committee and the department
	IG(s)	1, 6
	January 2021	The sub-committee has been formed and met several times. We invited Jill Santiago from CSJHU to be a part of that committee so that we can coordinate more closely with the Center and try to integrate CSJHU events into our classroom environments. The committee has met several times and two special topics courses related to justice and equity have been offered: Spring 2021 / COM295: Communication, Race, and Gender Fall 2020 / HIS295: Social Justice and Social Movements in United States History The departments will be considering adopting these courses to the curriculum. This spring, department chairs will be devoting some of their department meeting times to discussing ways to integrate social justice into the curriculum.
	Responsible Executive	Dr. Irene Rios, Interim Executive Dean
	Activity/Initiative	Reimagine and restructure the Ammerman Campus call centers by collapsing the current Admissions, Registrar and Financial Aid call centers into one cohesive campus operation. By working with the Director of Information Technology Services, identify space and needed resources
	Lead Responsibility	Dr. Edward Martinez, Associate Dean for Student Affairs
	Criteria for Success Including measure(s)	Identify drop/missed calls from the current call centers to measure against the new campus-wide center.
	Timeline	During the fall semester: identify space, begin conversations with involved parties to begin initial transition. During the spring semester: engage in staff training and initiate new operation.

	During the summer semester: fully transition to one campus call center.
IG(s)	1, 2
January 2021	Eddie Martinez and Stephen Clark conducted numerous meetings in August and September leading to the identification of a room location within the Ammerman Building. However, due to College Aide staff cuts the implementation of the new Campus Call Center is currently on hold until AY 2021-22. Nonetheless, training with office leaders will continue.
Responsible Executive	Dr. Irene Rios, Interim Executive Dean
Activity/Initiative	Business Analytic Program on Ammerman Campus
Lead Responsibility	Dr. Fara Afshar, Associate Dean for Academic Affairs
Criteria for Success Including measure(s)	The Business & Accounting Department will submit the completed curriculum proposal to Ammerman's curriculum committee and then Ammerman Senate for approval. The SCCC approved program proposal will be submitted to SUNY. After SUNY's approval, the program will be offered at Ammerman Campus for 2021-2022 academic year.
Timeline	The Business Department will submit completed curriculum proposal to the campus curriculum committee and Ammerman Senate in Fall 2020. The program will be submitted to SUNY by Spring 2021. The program will be offered at Ammerman campus for 2021-2022 academic year.
IG(s)	1, 2
January 2021	The Business Department submitted the completed curriculum proposal to the Campus Curriculum Committee and Ammerman Senate in Fall 2020. Curriculum Committee passed the proposal. It was tabled at Senate due to a question regarding Math pre-requisite. The department has resolved the Math issue. However, the Curriculum Office has requested for a full transfer path to two SUNY schools for the program prior to resubmission to the Curriculum Committee. The department is working on this request. The department is planning to resubmit the proposal for February curriculum meeting's date.
Responsible Executive	Dr. Irene Rios, Interim Executive Dean
Activity/Initiative	Work with Plant Operations leadership group and Campus CEO to identify outdoor priority, high-profile projects requiring regular maintenance and special attention.
Lead Responsibility	Plant Operations Director Steve Hartmann
Criteria for Success Including measure(s)	Making the campus high profile areas more appealing to faculty and students campus wide. The plan will be broken up into several areas including: The College Road entrance in front of the NFL; Cottage buildings and Parking Lot One; reviewing need for new plantings/trimming/mowing; painting and upgrading plantings; cleaning graffiti; replacing old worn trash barrels, etc. A visual review along with a metrics system will be developed to gauge progress and goal achievement.
Timeline	Achievement of goal set to be completed starting in Spring 2021
IG(s)	1, 2, 4, 6
January 2021	All old worn trash cans have been replaced with new ones. All graffiti on trash cans has been painted over.
Responsible Executive	Dr. Irene Rios, Interim Executive Dean
Activity/Initiative	Complete a five-year data analysis for each Ammerman Degree program to include: Number of Applications; Number of admittances; Number enrolled; Number graduated; Number of course sections offered each semester; Number of FT faculty

	This data will form the basis of an audit, providing a tool to help determine the "right size" of number of FT faculty by department. This will address the growing call for more FT faculty.
Lead Responsibility	Dr. Irene Rios, Dr. Fara Afshar; Dr. Sandra Sprows
Criteria for Success Including measure(s)	Completion of five-year dashboard data charts for Ammerman; determination of criteria for adding or subtracting FT faculty members.
Timeline	Fall semester, 2020: Charts complete Spring semester, 2021: Discussion on criteria commencing with a final report produced
IG(s)	1, 3, 4
January 2021	Brief discussion on criteria discussed with OPIE.
Responsible Executive	Dr. Irene Rios, Interim Executive Dean
Activity/Initiative	Weekend College
Lead Responsibility	Dr. Edward Martinez, Dr. Sandra Sprows, Dr. Fara Afshar, John Cienski
Criteria for Success Including measure(s)	Develop a pilot Weekend College model to be implemented with 2-4 academic programs. This initiative will be a 2-3-year rollout, with the first year concentrated on planning, communication, and coordination.
Timeline	By end of term Fall 2020, needs assessed and academic programs identified; Student Affairs divisions involved in discussions for implementation. By end of Spring 2021, courses for academic programs planned and early development of student support (e.g. Student Affairs) implemented, with plans for full student support during 2nd year of Weekend College development.
IG(s)	1, 2, 3, 4, 5
January 2021	Progress on this initiative has been stalled due to our response to the pandemic. We will address the Weekend College initiative again during the 2021-22 AY.
Responsible Executive	Dr. Irene Rios, Interim Executive Dean
Activity/Initiative	Scanning and Delivery of Reserve Textbooks to Students and Faculty: In order to keep reserve books clean and sanitized due to COVID, library staff will scan and deliver reserve items to students and faculty. Students will fill out an online request form and the required materials will be delivered electronically to their Suffolk email account. Copyright rules will be adhered to.
Lead Responsibility	Susan P. Lieberthal, Campus Head Librarian
Criteria for Success Including measure(s)	10% increase each month September – December, 2020 of scanning requests from students. This indicates that the library was able to assist students in obtaining required texts even though the reserve book collection is off limits to them due to COVID and the length of time it takes to sanitize a book. 10% decrease each month February 2021-May 2021. A decrease in requests may be due to (a) lower enrollment in the Spring 2021 semester or (b) ability of students to come into the library as it opens up and COVID threat has waned, or (3) the decrease will be due to faculty providing electronic textbooks in their online classes. Data will be collected from online request forms, successful scans as tracked by the library. A survey will be devised with assistance of OPIE and Executive Dean of the campus to assess whether faculty have indeed started using either open educational resources, online textbooks or other materials provided by publishers or other methods of providing curricular materials to students on the Blackboard platform. A 20% return of the survey is the indication of success.

	Timeline	Data collected for Fall to be accumulated and reported out January 31, 2021. In January the Head Librarian will work with OPIE to design a survey. In April the survey will be administered. Data collected for Spring to be accumulated and reported out May 31, 2021. Results will be examined and analyzed to obtain a conclusion. This will indicate whether the service is still valuable and what has transpired with regards to faculty providing textbooks in paper or online. The library service will be continued, expanded or discontinued based on the results. Data could be shared with managers of the AtD project. Anonymity for students and faculty will be adhered to.
	IG(s)	1, 3, 4
	January 2021	Data collected from the Fall semester show a 62% increase in digital scan requests from September to October. October represented the peak of digital scan requests. November requests for scans were down 71% from the previous month and December requests were 90% below the November requests. The initial demand for textbook scans was high during the first half of the semester and decreased sharply toward the end of the semester. The initiative met the metric for success during October but failed to meet the criteria during the subsequent months. The inability to meet the metric in November and December may be due to chapter limitations necessary to comply with Fair Use and Copyright Rules. The following are the number of scan requests for the Fall 2020 semester at Ammerman. September: 21 October: 34 November: 10 December: 1
Eastern Campus	Responsible Executive	Interim Executive Dean
	Activity/Initiative	Develop additional Interior Design courses into the online modality towards increasing access and enrollment in this specialized program.
	Lead Responsibility	Program Coordinator; Department Chair; Interim Associate Dean of Academic Affairs
	Criteria for Success Including measure(s)	Submission of three (3) courses in Interior Design to the Distance Education Committee. Approval would bring the program to 50% + online and would allow registration of the program in the online modality with NYSED.
	Timeline	June 2021
	IG(s)	1, 3
	January 2021	Academic Dean, Coordinator and Chair have discussions proposals and timelines necessary for DEC April vote. In addition, ART 130 is being reviewed for online offering. This course is the only requirement within INT that is not offered online. If ART 130 is not offered online, there will be the need for curriculum changes to Interior Design to make this a fully online program.
	Responsible Executive	Interim Executive Dean
	Activity/Initiative	Revise the Eastern Campus collection development plan for the 2020-2021 year to better align with resource needs for distance learning environments.
	Lead Responsibility	Campus Head Librarian

	Criteria for Success Including measure(s)	1. Guidelines and policies that balance the acquisition of print and electronic resources with the current instructional modalities of the College. 2. Measure: Percentage of electronic format acquisitions in comparison with print format content purchases aligns with current year learning modalities of classes.
	Timeline	July 2021
	IG(s)	1
	January 2021	Eastern Campus library purchasing guidelines for 2020/21 promote the purchase of online versions of books over the print format when available. The Eastern Campus library piloted purchasing electronic books via the Proquest platform which expanded the catalog of titles available to purchase in the online format. Over 95% of book purchases to date for 2020/2021 have been in the electronic format to support the needs of the College during this period of mostly online/remote instruction.
	Responsible Executive	Interim Executive Dean
	Activity/Initiative	To engage students in co-curricular activities within the remote learning environment.
	Lead Responsibility	Associate Dean of Student Affairs; Director of Campus Activity and Student Leadership Development
	Criteria for Success Including measure(s)	Post-program feedback from students reflects strong student perception of relevance.
	Timeline	• October 2020: Student event calendar for fall 2020 will be solidified • October/November 2020: Identify four events to evaluate by student participants examining relativity and timeliness of topic/event. • December 2020: Analyze the survey data with student leaders/peer mentor. • January/February 2021: Using data, develop Spring 2021 programming calendar. • February 2021: Event calendar development for Spring 2021 solidified. • March/April 2021: Identify four events offered during Spring 2021 and facilitate evaluated by students for relativity and timeliness of topic/event • May 2021: Evaluate student perception of relevance of programming for 2020-2021.
	IG(s)	1, 2, 4, 5, 6
	January 2021	The plan above has been accomplished through January/February 2021. Peer mentors and Director work together to develop the Spring 2021 calendar.
Michael J. Grant Campus	Responsible Executive	Dr. Donna L. Ciampa, Interim Executive Dean
	Activity/Initiative	Streamline Students Affairs Functionality for improved Student Service Combine the Counseling and Career and Transfer Centers into a single department to facilitate more holistic effective service delivery to students.
	Lead Responsibility	Dr. Meryl Rogers, Associate Dean for Student Affairs and Jason Cascone, Interim Assistant Dean for Student Affairs
	Criteria for Success Including measure(s)	Increase student utilization of career services by 15% by May 1, 2021.
	Timeline	Departments combined in practice by May 1, 2021. Implement student satisfaction survey by May 1, 2021. Departments physically combined by May 1, 2022.

IG(s)	1, 4, 5
January 2021	At this time, Career and Transfer counselors have been splitting their time: while on campus, to support counseling, and when working from home, working in their respective specialties. Additionally, the counselor previously working with Student Activities has been re-assigned to counseling as well. At this point, student utilization of career services has increased by/decreased by: • Career appointments　　+52.1 percent • Transfer appointments　　-17.6 percent
Responsible Executive	Dr. Donna L. Ciampa, Interim Executive Dean
Activity/Initiative	Advisement, Academic Support & Retention Communication Implementation (AAMC, STH, ATC)
Lead Responsibility	Elizabeth Spagnola, Associate Dean for Academic Affairs; Professor Al Heraghty, AAMC Faculty Coordinator
Criteria for Success Including measure(s)	Increase student persistence by 30%
Timeline	1. October-November: AAMC will send initial communication to enrolled students by major. 2. Appointments with the AAMC will be connected with the ATC for GPA under 3.0 and current semester academic progress scan. 3. Post Priority Registration November 30-December 23 the AAMC will outreach to students that did not register for Spring 2020.
IG(s)	1, 2, 3
January 2021	1. October-November: AAMC will send initial communication to enrolled students by major • Communications were sent, but not by major. Emails were sent to students currently taking classes at the Grant Campus. • Outreached to COL 101 & 105 professors and provided academic advising workshops (Degree Audit Review, Academic Plans, AAMC information). Presented to 16 COL 101/105 classes in the Fall semester. • Central Email broadcasts – this created a tremendous number of emails, 400-500 a week. This was helpful, requiring daily management (including weekends). 2. Appointments with the AAMC will be connected with the ATC for GPA under 3.0 and current semester academic progress scan • Individual students were given ATC information during the Fall semester, but we are still looking for a clear way in which to connect students with the ATC on a greater scale. 3. Post Priority Registration November 30-December 23 the AAMC will outreach to students that did not register for Spring 2020 • Students are being emailed weekly using the excel report of non-returning students generated by Central Registrar. This report has been key for scheduling student appointments (and was also helpful during Spring and Summer 2020). • We have yet to track those captured and registered through these efforts. Up until this time, the main goal is to continue to schedule appointments and assist with arena advising.
Responsible Executive	Dr. Donna L. Ciampa, Interim Executive Dean
Activity/Initiative	Retention in Gateway Science Classes

		Increase student retention in science gateway classes, thus allowing for successful completion of college degree and student academic goals
	Lead Responsibility	Dr. Hector Sepulveda, Associate Dean for Academic Affairs; Dr. Janet Haff, Department of Natural Sciences; Dr. L. John Jerome, Department of Mathematics
	Criteria for Success Including measure(s)	70 percent of students failing first exam will pass the course and register for the following semester
	Timeline	Identification of at-risk student will occur after first exam taken during fall and spring semesters; contact with student will occur regularly throughout the semester offering and scheduling interventions such as mentoring and tutoring; final outcome will be documented upon grades posted for fall and spring semesters.
	IG(s)	1, 2, 3
	January 2021	Limitations like face-to-face interaction, available internet services, work hours of the students, family conditions/work conditions that arose during the semester, hours of service provided by the college to the student by college resources and other COVID related drawbacks did not allow for a more detailed follow-through. However, the following is a summary of our numbers and experiences: Science – BIO 101: There were 408 enrolled at the start of the semester and 397 students completed the semester. We had 97% completion rate for BIO 101. Issues that came up: There were several factors that contributed to students' tendency to miss classes. Many causes were pandemic related. The most common were: • difficulty in adapting to online modalities, especially fully online (sometimes extra help and tutoring resolved this) • lack of appropriate connection devices – computer, laptop, chromebook etc. (students were referred to proper assistance) • WIFI connectivity (students were referred to tutoring center and college help desk) • increased work hours, especially for essential workers (we tried to accommodate whenever possible) • got sick with COVID or were caring for a family member with COVID (referred to proper assistance, we coordinated with Associate Dean of Student Affairs, Meryl Rogers) Lastly, there were of course some students that withdrew late in the semester simply because they were not doing well in the class. This may or may not have been due to the pandemic. Students were referred to tutoring or offered extra help if they contacted the professors before withdrawing from class. Math – MAT 007: There were 299 enrolled at the start of the semester and 292 students completed the semester. We had 98% completion rate for MAT 007. Issues that came up: • Some students came from different campuses and did not connect well with the Grant campus staff. • Some students dropped their courses when they realized they were not registered at their preferred campus. • Some students dropped courses based on the preference of instructors. Many used ratemyprofessors.com

- Some students did not feel comfortable taking math online.
- Some students cannot function in this environment.
- Some students did not like the platform used by the instructors to present the materials
- Some students did not like doing homework and quizzes online. They preferred to take their tests face-to-face. They felt the software did not allow for partial credit.
- Some students with special accommodations felt that it is not fair for them to be left on a computer to take the same test that they could not pass face-to-face.
- Some students do not feel that the college provided enough support to take classes remotely.
- Some students realized they were misplaced half-way through the semester.
- Some students got fatigued mid-semester and decided to drop their math classes (and did not want help).
- Some students did not respond to their instructors' calls and emails.

Responsible Executive	Dr. Donna L. Ciampa, Interim Executive Dean
Activity/Initiative	Increasing faculty and student engagement 1. For teaching faculty, the librarians will host an ongoing discussion series covering the Framework for Information Literacy for Higher Education, adopted by the Association of College and Research Libraries in 2016. Each event will discuss one of the frames and is designed to stimulate innovation in the use of critical thinking exercises or experiences into their courses and encourage ongoing collaboration between librarians and teaching faculty. 2. For students, the series will cover the College's course management system, Blackboard, and cover different functionality and tools available. Improve technological use of online learning platforms by students. Measured by participation in workshops presented and a decrease in questions related to Blackboard to the Tech Help Desk.
Lead Responsibility	Fiona Grady, Head Librarian
Criteria for Success Including measure(s)	1. Measured by participation in workshops presented and increase of faculty embedding ACRL framework into their coursework: 50% of post-event survey respondents will incorporate changes into their course. 2. Measured by participation in workshops presented: 80% of attendees will complete the post-event demonstration successfully.
Timeline	1. Framework event planning will start in late September 2020 and the first event to take place in late October 2020, with events following in November 2020, early December 2020, February 2021, March 2021, and April 2021. 2. Blackboard event planning will also start in late September, with events being offered throughout the semester through the Academic Computing Center helpdesk.
IG(s)	1, 3
January 2021	1. In the Fall 2020 semester, the library held the first three online workshops, a six-part professional development series on the Association of College & Research Libraries' Information Literacy Framework. The first event on October 28th, covered the Scholarship as Discussion frame and was presented by Kerry Carlson. The event had two attendees. One of whom indicated that she used information from the session to make changes in one of her courses.

		The next two workshops, covering the Information Has Value and Research as Inquiry frames, on November 18 and December 2nd respectively, did not have any attendees.
		The librarians are meeting on February 2, 2021, to discuss changes that can be made to increase attendance at the next three workshops. Suggestions include creating flyers for individual events, reaching out to individual faculty members, and not requiring prior registration so that faculty can drop in at the last minute. Another possibility is to collaborate with librarians at the Ammerman and Eastern campuses on the upcoming workshops and promoting the workshops college-wide.
		2. The Academic Computing Center was moved to report Centrally under VP Azzam-Gomez, who is in the process of restructuring the activities/initiatives. As they are no longer under the purview of the Head Librarian, this event has been removed from the Grant Campus Executive Dean's operational plan.
Academic Affairs	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	In collaboration with a major offshore wind energy corporation and a number of local partnerships, establish a training center for basic safety training for the offshore wind industry.
	Lead Responsibility	AVP for Workforce Development; Executive Director of Sustainability Programs
	Criteria for Success Including measure(s)	Binary for each measure. Site location. Necessary contracts. Partnership development. Program implementation.
	Timeline	Completion by August 31, 2021
	IG(s)	2
	January 2021	Formation of 501c3 organization which will legally establish the OSW Training center now in legal review. Tentative site currently being evaluated. Consulting partner identified. Grant application to provide supplemental funding being prepared in response to NYSERDA PON 4595.
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Obtain SUNY Online+ designation for the college and implement two additional programs at this level.
	Lead Responsibility	College Director for the Center for Innovative Pedagogy
	Criteria for Success Including measure(s)	Binary for each measure. Application for designation. Collaboration with Chairs to bring two programs to this designation.
	Timeline	Completion by April 30, 2021
	IG(s)	2, 4
	January 2021	Campus-wide and program-specific applications (accounting) for SUNY Online + participation submitted and approved. Next, the Enrollment Scalability Plan, the final document needed for SUNY Online + designation, will be composed and sent.
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Provide transfer information on program webpages for all A.S. and A.A. degrees as well as all A.A.S. degrees that have 50% or more of students transferring
	Lead Responsibility	Associate Dean for Curriculum Development
	Criteria for Success Including measure(s)	75% of all transfer programs completed. Obtain program transfer data. Disaggregate those at 50%. Identify transfer institutions for this group. Construct webpages to reflect.
	Timeline	August 31, 2021

	IG(s)	1
	January 2021	Obtained program transfer data. Met with Web Development to create a dashboard for inputting articulation data to apply to program webpages.
Business & Financial Affairs	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	Develop a robust and efficient business continuity plan for the business and finance office. This is a critical factor that will allow the department to continue to function during times of emergencies.
	Lead Responsibility	VP Business & Financial Affairs
	Criteria for Success Including measure(s)	Create a written plan
	Timeline	Spring 2021
	IG(s)	4
	January 2021	The plan has not yet been completed, but the process and framework has been developed. Given the ongoing financial challenges, the focus was on financial stability and cashflow liquidity. Will continue to work on plan with a target of end of March, 2021.
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	Right align employees' cost with budget reporting structure. This will allow for proper financial analysis of labor costs.
	Lead Responsibility	VP Business and Financial Affairs
	Criteria for Success Including measure(s)	Better analysis of labor costs by budget managers based on direct and indirect reports
	Timeline	Summer 2021
	IG(s)	4
	January 2021	This has not yet started. The added resources needed to complete have had other priorities. Will continue to coordinate with IT and HR.
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	In consultation with Legal and the Registrar, re-evaluate student financial liability under specific circumstances such as if they do not attend and or have all W's to future student success after lengthy time period. Create College policy to decrease liability and reduce obstacle. This is a roll-over from last year.
	Lead Responsibility	Associate Dean of Financial Affairs
	Criteria for Success Including measure(s)	Create written policy
	Timeline	Spring 2021
	IG(s)	1, 3, 4
	January 2021	This has not yet started. The added resources needed to complete have had other priorities. Will continue to coordinate with IT and HR.
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	The Office of Business and Financial Affairs will lead the effort, and in collaboration with IT, the Campus Business Offices, and Registration, introduce a third-party tuition payment plan system that will increase payment options for students, while reducing the overall processing costs for students. Additionally, the focus is on reducing student A/R and the number of accounts going to collection.

	Lead Responsibility	Associate Dean of Financial Affairs
	Criteria for Success Including measure(s)	The implementation of a more efficient tuition payment plan system that will be available for fall 2021 registration, with an estimated AR reduction of 10% for fall 2021 and thereafter.
	Timeline	Fall 2020
	IG(s)	1, 3, 4
	January 2021	We are making progress in this area. The VPAT, HECVAT, and the PIA have been completed and approved. Target date for implementation is April, 2021.
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	Complete the cross-training of employees in the complete budget process and external reporting to SUNY and other external agencies
	Lead Responsibility	Associate Dean of Financial Affairs
	Criteria for Success Including measure(s)	Complete the succession planning process through professional development and training
	Timeline	Spring 2021
	IG(s)	4
	January 2021	This process is ongoing and coordination with Assist Dean continues to further the planning process.
Information Technology Services	Responsible Executive	VP for IT/CIO
	Activity/Initiative	Classroom Audio Upgrades
	Lead Responsibility	College-wide Educational Technology Units
	Criteria for Success Including measure(s)	Year 1 – 50% of College classrooms have been retrofitted Year 2 – 75% of College classrooms have been retrofitted Year 3 – 100% of College classrooms have been retrofitted
	Timeline	3 years
	IG(s)	1, 3, 4
	January 2021	A little over a quarter of year 1 has been completed. Project moving forward according to plan.
	Responsible Executive	VP for IT/CIO
	Activity/Initiative	Computer Inventory System Change
	Lead Responsibility	College-wide Educational Technology Units
	Criteria for Success Including measure(s)	Year 1 – Plan and initiate migration of computer inventory to new platform Year 2 – Migrate inventory to new platform
	Timeline	2 Years
	IG(s)	3, 4
	January 2021	The planning of the new inventory platform has started. Project moving forward according to plan.
	Responsible Executive	VP for IT/CIO
	Activity/Initiative	Upgrade Server Infrastructure
	Lead Responsibility	College-wide Educational Technology Units
	Criteria for Success Including measure(s)	Q1: Initiate project plan Q2: Develop project plan Q3: Execute project plan Q4: Complete and close project

	Timeline	1 Year
	IG(s)	4
	January 2021	Currently in discussions on how to plan this project as ITS is going through a restructuring.
Institutional Advancement	Responsible Executive	VP Institutional Advancement/Associate Dean for Institutional Advancement/Executive Director of the Suffolk Community College Foundation
	Activity/Initiative	Develop and manage fundraising activities despite the COVID-19 pandemic
	Lead Responsibility	Associate Dean for Institutional Advancement/Executive Director of the Suffolk Community College Foundation
	Criteria for Success Including measure(s)	By August 31, 2021: Raise funds to support scholarships programs for Suffolk County Community College students
	Timeline	September 1 – August 31
	IG(s)	1, 2, 3, 5
	January 2021	10/12/20 to 10/26/20 – Hosted Suffolk County Community College "Shark Shuffle" Virtual Walk/Run 2020 which secured $5,771 in online donations with 110 participants. 10/28/20 – Event Sponsorship shared College and Foundation marketing materials for the American Cancer Society Making Strides on Long Island 10/21/20 – Promoted Radio & TV Broadcast Program's Virtual Radio & TV Production Alumni Spotlight with Jake Piacenti '17. Highlighted program scholarships. 11/5/20 – Promoted Radio & TV Broadcast Program's Virtual Radio & TV Production Alumni Spotlight with Alumnus Kyle Hirshon. Highlighted program scholarships. 11/19/20 – Promoted Radio & TV Broadcast Program's Virtual Radio & TV Production Alumni Spotlight with Justin Kraus '17. Highlighted program scholarships. 11/19/20 – Fall into Fun with Richters Orchard presented with Suffolk Federal Credit Union. Welcomed 40 online guest participants. 11/28/20 – Promoted Small Business Saturday to connect with Alumni-owned businesses. Solicited businesses for scholarship and Food Pantry support. 12/1/20 – Giving Tuesday 2020 secured online donations. 12/2/20 – Hosted Long Island Nets Career Panel with Athletics Department, Business Administration Department, Career Services and Cooperative Education. 84 guests registered. 12/16/20 – Shared Holiday Wishes video from Suffolk County Community College with alumni database. 12/18/20 – Twin Stills Moonshine Holiday "Cocktails for A Cause" Virtual Happy Hour presented with Suffolk Federal Credit Union. Welcomed 62 online guest participants. 12/23/20 – Issued Annual Fund outreach to alumni ("Do Something Meaningful Today"). 1/21/21 – Painting with A Twist Presented with Suffolk Federal Credit Union. Welcomed 20 online guest participants. - Continued COVID-19 Emergency Fund solicitation. 09/01/20-01/15/21 – Solicited and secured funds for multiple new scholarships. 09/01/20-01/15/21 – Secured funds to sustain pass-through scholarships.

		• 09/01/20-01/15/21 – Solicited and secured two new permanently endowed funds ($75,000) for Honors College and Criminal Justice Program students.
	Responsible Executive	VP Institutional Advancement/Associate Dean for Institutional Advancement/Executive Director of the Suffolk Community College Foundation
	Activity/Initiative	Project manage the implementation of the Suffolk Federal Credit Union agreement
	Lead Responsibility	Associate Dean for Institutional Advancement/Executive Director of the Suffolk Community College Foundation
	Criteria for Success Including measure(s)	By August 31, 2021: Continue to meet the College/Foundation deliverable expectations that have been listed as action items contained within the SFCU agreement
	Timeline	September 1 – August 31
	IG(s)	2, 3, 5

	January 2021	• Through Alumni Twitter Feed:
		  ○ September: Promoted Suffolk Federal Credit Union Scholarships, Loans, Sharks Checking, First Time Home Buyers VIRTUAL Seminar, Financial Literacy Workshops, Career Opportunities
		  ○ October: Promoted Suffolk Federal Credit Union GrooveCar Partnership, Career Opportunities, ATM Access, Loans
		  ○ November: Promoted Suffolk Federal Credit Union Sharks Checking, ATM Access
		  ○ December: Promoted Suffolk Federal Credit Union Virtual Seminar Social Security, Sharks Checking, Scholarships, Career Opportunities
		  ○ January: Promoted Suffolk Federal Credit Union Career Opportunities, Sharks Checking, Scholarships, Financial Literacy Workshop
		• Distributed Credit Union marketing materials during Registration Days in Brentwood, Riverhead and Selden.
		• Nicolls Road sign: During November, several sign vendor presentations were conducted onsite to compare and assess LED resolution quality. A determination was made to pursue purchasing the LED sign through a co-op contract. In addition, an RFP was issued (due 2/2/21) seeking a vendor consultant to provide specs and drawings for the LED housing surround, structure, and infrastructure.
		• Representatives from the College, the Foundation, and the Credit Union met several times to discuss the partnership and a proposal to consider amending the existing Agreement. In January, a draft amendment was developed and circulated for review by all parties to the Agreement.

Legal Affairs	Responsible Executive	Chief Diversity Officer
	Activity/Initiative	Ensure implementation and prioritize College-wide and campus goals related to diversity, equity, and inclusion (including those related in person and remote professional development, training, programming, hiring, and retention).
	Lead Responsibility	Chief Diversity Officer and Chief of Staff (co-chairs of the College Diversity Council) Members of the Diversity Council including: Executive Deans, VP Academic Affairs, VP Student Affairs, Associate Directors of Multicultural Affairs, Director of Center for Social Justice, Affirmative Action Officer, AVP Employee Resource, Black and African American Student Success Task Force members
	Criteria for Success Including measure(s)	Provide quarterly programs across the college that have diversity, equity and inclusion learning objectives and that include target audiences of faculty, staff and students

Timeline	Fall 2020 and Spring 2021
IG(s)	1, 2, 3, 5, 6

January 2021	The work of various task forces continues to have a positive impact on increasing the College climate of inclusion and providing resources to students, faculty and staff including:
	• Black and African American Student Success Task force designed the "Rising Black Scholars" program and held sessions to support, advise and engage Black students.
	• LGBTQ+ task force completed a three-part workshop series - *Aspiring Suffolk Allies: A Series on LGBTQ+ Identities and Allyship* and conducted a virtual book discussion of *How we Fight for Our Lives: A Memoir* by Saeed Jones
	• The Multicultural Affairs Tri-Campus teams hosted College Community programs such as:
	   o Afro-Latinx Experience in America, Dialogue, film, workshop and cultural history presentations, September 18-October 1, 2020
	   o Native American Heritage Month Celebration, Shinnecock Nation, History, Culture and Future presentation, December 1, 2020
	   o Holiday Celebration, an overview of various diverse cultural celebration seasons, December 17, 2020
	• The Office of Multicultural Affairs continued the Student African American Sisterhood initiative (SASS) in Fall 2020, through ongoing student mentoring and development as a part of the College's student retention, support, and positive climate trajectory
	
	Met with the Office of Sustainability to discuss the ongoing work of the SUNY Sustainability Committee and alignment with social justice and equity goals at the College. Planning a collaborative educational session for April 2021.

Responsible Executive	General Counsel / Deputy General Counsel
Activity/Initiative	Ensure compliance through update of policies and procedures and ensure timely and effective responses to compliance reviews, regulatory and policy requirements, including: NY State Education Department civil rights audits, the U.S. Department of Education Final Rule governing Title IX, Accessibility and Disability/ADA and SUNY policies, including COVID-19 prevention and enforcement policies.
Lead Responsibility	Legal Affairs (Deputy General Counsel; Affirmative Action Officer; Chief Diversity Officer; AVP Employee Resources; Executive Director Risk Mitigation)
Criteria for Success Including measure(s)	Numbers of Board of Trustees' and administrative policies and procedures reviewed, developed, revised, adopted, communicated and disseminated to Cabinet, executive staff, the College community, and other constituents Timely, progressive, and accurate reports to external agencies (SUNY, NYS Education Department, Office for Civil Rights, etc.)
Timeline	Fall 2020 and Spring 2021
IG(s)	1, 4, 5, 6
January 2021	Updated voluntary compliance plan, containing campus ADA-compliant capital improvements, approved in November 2020 by NYS Department of Education/Office for Civil Rights; additional update to be provided in March 2021.

Final review of the College's compliance with its obligations under the resolution agreement reached with USDOE for the OCR complaint re: website accessibility was completed, and OCR monitoring was officially closed in November 2020.

All required policy notices were disseminated for the beginning of the academic year, including required course syllabus statements for ADA and nondiscrimination.

The student handbook and course catalog were updated for 2020-2021 with appropriate policy updates.

Collaborated with Disability Services to develop and publish written disability documentation guidelines.

With the Office of Grants Development, coordinated response to U.S. Department of Labor, Employment and Training Administration (ETA) monitoring report for the TechHire Grant.

The non-discrimination statement was updated, notices were disseminated and required training was provided in September 2020.

Clery Act update to the Annual Security Report was completed with the Department of Public Safety and the Office of the Vice President for Academic and Student Affairs in December 2020.

Required 129-B reporting completed in October 2020.

Required training for State Law 129-B was completed for staff in Athletics and Public Safety.

Conducted remote sexual violence, 129-B and Diversity training for student COL classes.

Response to new OCR complaint regarding Girls in Technology program was submitted in January 2021. Complaint dismissed in February 2021.

In collaboration with AVP for Academic Affairs, resumed development of a plan for comprehensive review of existing policy structure for periodic review and update to meet MSCHE recommendation.

Procurement policy reviewed, amended, and reaffirmed as required annually, in January 2021.

New record retention and disposition schedule adopted in December 2020 based on NYS revision and new LGS-1 schedule.

Continued to increase number of agreements with external sites available for student cooperative learning/clinical placement, in collaboration with VP of Academic Affairs and College academic departments

Ongoing responses to the COVID-19 pandemic:

- CARES Act compliance continues (including student emergency financial aid grants, institutional portion funds, documentation of fund use/reimbursement in accordance with USDOE and SUNY guidelines, and required quarterly and annual reporting to USDOE); review of requirements for Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) compliance is underway.
- Ensuring remote Board of Trustees meetings are properly noticed and conducted in accordance with NYS-mandated suspension to Open Meetings Law requirements.
- In collaboration with HR, ensuring compliance with COVID-19-related leave entitlements and obligations with respect to employee accommodations, as well as implementing flexibilities to support operational needs during COVID-19
- Drafting and reviewing periodic updates to the College's COVID-19 Reopening Plan, protocols, and communications in accordance with SUNY directives for Winter/Spring 2021 and collaborating with Central and Campus leadership in development and implementation of same.
- Ensuring compliance with mandatory student and employee screening and testing requirements
- Ensuring that proper Department of Health and CDC compliance mandates are met.

		• In collaboration with Central and Campus leadership, revising and refining internal contact tracing processes and communications. • Formalizing shared efforts with Suffolk Community College Association leadership to support comprehensive COVID-19 health and safety practices for Association employees. • Reviewing and confirming proper COVID-19 safety protocols are implemented by on-site College vendors and contractors. • Contracted with the County of Suffolk Department of Health Services to permit use of College facilities for the distribution of COVID-19 vaccine to the public.
	Responsible Executive	Chief Diversity Officer/Vice President for Student Affairs
	Activity/Initiative	Create a comprehensive college wide Diversity, Equity and Inclusion presence on the College's Website
	Lead Responsibility	Chief Diversity Officer, Vice President for Student Affairs, Multicultural Affairs, Center for Social Justice, VP for Advancement, Affirmative Action Officer, Deputy General Counsel
	Criteria for Success Including measure(s)	Website launched
	Timeline	Fall 2020 and Spring 2021
	IG(s)	1, 4, 5, 6
	January 2021	Joint update with Student Affairs – Developing the content and expected elements of the web page with a goal of meeting about the content in February 2021. The LGBTQ+ resource information and the Undocumented Student resource information are both now College webpages and are within the Center for Social Justice and Human Understanding page and all is now easily accessible from Experience Student Life tab on the website. We are also proposing an update to the Title IX web page to broadly cover internal and external sexual violence prevention resources and programming.
Planning and Institutional Effectiveness	Responsible Executive	Interim Vice President, OPIE
	Activity/Initiative	In collaboration with the appropriate offices, refine the enrollment report in order to create a more clear and accurate document that better serves the needs of the College community.
	Lead Responsibility	Specialist I, OPIE and Assistant to the VP, OPIE
	Criteria for Success Including measure(s)	Creation of enrollment report or dashboards
	Timeline	Fall 2020-Spring 2021
	IG(s)	4, 5
	January 2021	The reimagining of the enrollment report was temporarily placed on hold during the Fall 2020 semester. OPIE is looking to meet with members of Enrollment Management, Academic Affairs, the CFO's office, Legal Affairs and ITS in Spring 2021 to discuss how the enrollment report can be revised to meet short-term and long-term institutional needs.
	Responsible Executive	Interim Vice President, OPIE
	Activity/Initiative	Continue to work with the Data Standards Committee and data entry personnel on all three campuses to improve the accuracy and completeness of student data entered into the Banner system
	Lead Responsibility	Interim VP, OPIE, Assistant to the VP and Specialist I, OPIE
	Criteria for Success Including measure(s)	Reduction in the number of errors and fatal errors generated when submitting reports to SUNY and other external agencies (measured by year-to-year reports)

	Timeline	Fall 2020-Fall 2021
	IG(s)	4, 5
	January 2021	The Data Standards Committee did not meet during the Fall 2020 semester. For the Spring 2021 semester, DSC meetings will resume along with campus-wide meetings with data personnel to continue to improve the accuracy and completeness of student data entered into Banner.
Student Affairs	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Build the College Relationship Management software tool to support the enrollment process including the admissions application, application checklist, follow-up communication for missing items for enrollment.
	Lead Responsibility	College Dean Joanne Braxton and Interim Assistant Vice President Patty Munsch
	Criteria for Success Including measure(s)	The admissions application will be live in January 2021, the central admissions staff will be trained to utilize the system by February 2021, the application checklist will be live by April 2021.
	Timeline	Fall 2020 continued work on the integration between Constituo and Banner, continued work on building the attributes for the enrollment checklist and final review of the admissions application. Spring 2021 implementation and training for admissions staff on use of the system, moving to the new application and enrollment checklist
	IG(s)	1, 5
	January 2021	Based on the adjusted timeline to support IT projects, the application will open in September 2021 for Spring 2022 enrollment. At this time, the payment process has been completed; this is inclusive of exemptions for veterans, non-matriculated students, and hardship needs. The payment process includes the integration of SLATE to Constituo to Banner with payment managed through SWIPE. The contract for SWIPE has also been completed. The matriculated student application is built, the international student application is built and the communication plan with creative branding is complete for prospective students. The upcoming goal is to train the Central Admissions staff to learn how to process an application through SLATE.
	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Complete the distribution of CARES Act funding to students
	Lead Responsibility	College Director of Financial Aid Nancy Brewer
	Criteria for Success Including measure(s)	Distribute $2,932,203, the remaining CARES Act funds to students.
	Timeline	Continue outreach to incomplete applications throughout Fall 2020 via email and text message. If needed, send additional outreach to eligible students to encourage them to apply. Complete distribution of funds by March 2021.
	IG(s)	3
	January 2021	$6,568,462 has been distributed to 8,655 students. That is an unduplicated number, many students received funds in all three portions. $2,912,203 has been distributed to Fall 2020 students during November and December 2020. There is a remaining $20,000 that will be distributed after the HEERF report is complete. Central Business office will reconcile funds and identify final outstanding balance.
	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Communicate to students how to access virtual student services
	Lead Responsibility	College Associate Dean for Registrar and Master Schedule Anna Flack, Interim Assistant Vice President Patty Munsch

Criteria for Success Including measure(s)	The open rate for student email messages connected with this campaign will average 50% and the click-rate on the Student Life page will increase by 25%.
Timeline	Messages will be sent weekly to students to direct them to appropriate student services based on time of the semester. The messages will be complimented with the information accessible within the MySCCC portal.
IG(s)	1, 5
January 2021	Students received weekly communication regarding engagement, registration, bill payment, student support, academic advisement, and mental health throughout Fall 2020. A similar process is in place for Spring 2021 and a total open rate will be provided at the close of the Spring 2021 semester.
Responsible Executive	Chief Diversity Officer/Vice President for Student Affairs
Activity/Initiative	Create a comprehensive college wide Diversity, Equity and Inclusion presence on the College's Website
Lead Responsibility	Chief Diversity Officer, Vice President for Student Affairs, Multicultural Affairs, Center for Social Justice, VP for Advancement, Affirmative Action Officer, Deputy General Counsel
Criteria for Success Including measure(s)	Website launched
Timeline	Fall 2020 and Spring 2021
IG(s)	1, 4, 5, 6
January 2021	Developing the content and expected elements of the web page with a goal of meeting about the content in February 2021. The LGBTQ+ resource information and the Undocumented Student resource information are both now college webpages and are within the Center for Social Justice and Human Understanding page and all is now easily accessible from the Experience Student Life tab on the website. We are also proposing an update to the Title IX web page to broadly cover internal and external sexual violence prevention resources and programming.

Suffolk County Community College

College Restart Plan for On-Campus Operations, Activities, and Instruction

for the Fall 2020 semester

August 11, 2020

SUNY Suffolk administration, faculty and staff moved forward to work together and remain focused on the following SUNY guiding principles when developing this College Restart Plan (Plan):
1) Safety first.
2) Protect our core mission of academic excellence with available resources.
3) Maintain broadest access and affordability for all New Yorkers to higher education.
4) Sustain programming through academic and operational synergies.
5) Demonstrate agility in responding to the workforce needs of New York State.

We continue to monitor the COVID-19 pandemic and adjust operations as the situation evolves. Concern for the safety, security and well-being of students, employees, and our communities is at the heart of all we do at SUNY Suffolk. The College is working diligently to ensure that all campuses continue to serve constituents responsibly and safely through the pandemic. The COVID-19 situation requires thoughtful consideration on many levels that influence our delivery of learning approaches and student support services. Key factors that must remain in place include student learning, access, responsiveness, flexibility and affordability. These have and will be the cornerstones that enable SUNY Suffolk to stand as a valued institution in our County and communities.

In response to the SUNY Chancellor's call for a final Plan outlining SUNY Suffolk's initiatives for reopening, the following areas are addressed in this report: Restarting on-campus operations; Tracing and monitoring after reopening; Developing a communication and outreach plan; Defining resources required to re-open; and Developing a timeline required for restarting on-campus operations.

Additionally, we have attached Appendix A, a Checklist that covers the topics outlined in New York Governor Andrew M. Cuomo's press conference of June 18, 2020, which extracts information from our Plan, organizing it in the following categories:
  1. Repopulation of the Campus;
  2. Monitoring to track health conditions on campus;
  3. Containment plans addressing response to positive or suspected cases;
  4. Return to remote operations ("Shutdown") plans for ramping down and/or closing campuses.

The College's reopening strategies reflected in this Plan highlight the work that has been completed for restarting on-campus operations for the fall 2020 semester and for opening our campuses this summer to employees when the New York State Pause ends as directed by the Governor.

This Plan serves as a resource and guide for SUNY Suffolk campuses to move through the process and transition to resume operations after the recent period of modified services and temporary closure. This Plan will be updated as appropriate for guidance and/or regulatory issues from federal, state or local health officials.

I.   RESTARTING ON-CAMPUS OPERATIONS:
The focus for the College as it reopens will continue to be on flexibility and safety for its students, faculty, employees, and campus communities. Should new guidelines from the Chancellor, the Governor, or federal regulations be released prior to the College's September start date, adjustments will be made accordingly.

Campus Planning Task Force - A College-wide Task Force was identified and convened. The Task Force is a representative group comprised of faculty, staff and administrators across Central Administration and the three campuses of the College.

Members:
Louis J. Petrizzo, Interim College President/College General Counsel
Dr. Irene Rios, Ammerman Campus Interim CEO, Task Force Chair
Dr. Paul Beaudin, Vice President for Academic Affairs, and Eastern Campus Executive Dean/Interim Campus CEO
Dr. Donna Ciampa, Michael J. Grant Campus Interim CEO
Professor Kevin McCoy, Faculty Association representative
Professor Sean Tvelia, Guild Association representative
Nancy Schaefer, R.N., AME representative
Carol Wickliffe-Campbell, Chief of Staff to the President
Phil Sandusky, Assistant Director of Public Safety and Environmental Health
Dr. Hector Sepulveda, M.D., Associate Dean of Academic Affairs – Grant Campus
Dr. Cheryl Schaffer, Ph.D., PNP, ANP, College Associate Dean, School of Nursing
Mary Lou Araneo, Vice President for Institutional Advancement
Dr. Christopher Adams, Vice President for Student Affairs
Shady Azzam-Gomez, Vice President for Information Technology/Chief Information Officer
Dr. Mark Harris, Vice President for Business and Financial Affairs
Angelica Rivera, Assistant Vice President, Human Resources
David Schneider, Executive Director for Risk Mitigation
Paul Cooper, P.E., Executive Director of Facilities

The Interim President of the College, Louis Petrizzo, regularly communicates with regional Control Board members: The President and CEO of the Long Island Association; President of the Long Island Federation of Labor, AFL-CIO; and the Suffolk County Executive. We coordinate with Stony Brook Hospital accordingly. We also coordinate with Suffolk County Office of Emergency Management for County Health Department issues, Personal Protection Equipment (PPE), facilities use, etc.

Additionally, the College maintains relationships with 47 healthcare agencies, including the Suffolk County Department of Health, with contracts for student internships. The nursing programs maintain membership with the Nassau-Suffolk Hospital Council with the College Associate Dean serving as a member on the Nassau-Suffolk Hospital Council Executive Council, receiving regular up-to-date information related to COVID-19 and its potential impact on the college community.

With over 1.5 million people in Suffolk County, there are a large number of acute care venues, from small, suburban community hospitals to large, trauma-center teaching hospitals as well as urgent care facilities attentive to COVID-19 healthcare trends within miles from each of the College's three campus locations and two downtown centers.

Each campus is located less than 10 miles from several hospitals. Ammerman Campus is located approximately 8 miles from Stony Brook University Hospital, Long Island Community Hospital (8 miles), Northwell Health John T. Mather Memorial Hospital (10 miles) and St. Charles Hospital (10 miles). The nearest hospitals to the Michael J. Grant Campus include Good Samaritan Hospital Medical Center (8 miles) and Northwell Health Southside Hospital (6 miles). The Eastern Campus is located 5 miles from Northwell Health Peconic Bay Medical Center.

Academic Program Planning - SUNY Suffolk's fall semester classes begin on Wednesday, September 2, 2020. Students are invited back onto our three campuses for a limited number of face-to-face courses and hybrid sections in specialized programs, while the College will continue to offer primarily online sections.

We will deliver instruction for the fall semester in four categories:
1. Remote via Online: Content is delivered online with no scheduled class meetings.
2. Remote via Online, real-time, live: Online "web conference style" courses meet at scheduled times and students are required to be present online as noted in schedule.
3. Hybrid/Blended: Part online, part on-campus courses with scheduled in-person times with social distancing measures in place as guided by our State and local officials (reserved for labs, performance courses, etc.).
4. In-person: Small, in-person classes for courses that require hands-on experiences and must meet NYSED and accreditation requirements (e.g. Culinary, Baking, HVAC, Manufacturing, Auto Tech, Nursing, Veterinary Technology, PTA, etc.) with courses scheduled in appropriate rooms and spaces which meet social distancing requirements.

Associate Deans of Academic Affairs on all campuses, guided by the College Vice President for Academic Affairs, working with our Academic Chairs and teaching faculty, have designated each fall course into one of the four categories defined above. This designation will be noted in the online schedule so that registering students know how their course will be delivered.

Of the 3,400 sections the College is offering this fall, 88% will be offered online with no need for enrolled students to visit any campus. Of the remaining approximately 12%, most lectures will be held online with experiential experiences held in laboratories or discipline-specific learning spaces. Student groups in these spaces will be limited to one-third of the class with groups no larger than twelve students.

We estimate the duplicated number of students on each campus for the fall to be:
2,500 at Ammerman
1,500 at Michael J. Grant
  500 at Eastern

We estimate the duplicated number of faculty on each campus for the fall to be:
210 at Ammerman
130 at Michael J. Grant
 55 at Eastern

Amendment: To enhance student success and access, the following plans have been initiated:
- For the fall, libraries will open by limited appointment only for enrolled students to access computer labs;
- *New:* Student access to academic advising, registration, financial aid, and cashier will be open in August in large space arenas on each campus by appointment, with social distancing, sanitizing, face masking protocols, and health screening protocols firmly in place;
- *New:* Limited on-campus access is being provided by appointment to students for TASC testing, our Surgical Technologist program, pre-enrollment testing, and Workforce Development in August, with social distancing, sanitizing, face masking protocols, and health screening protocols in place;
- Outdoor wireless access has been expanded to parking lots on all campuses;
- The College offers 100 Hotspots available for internet access;
- Over 850 devices have been made available for student use;
- The Blackboard mobile app has been implemented;
- Exam proctoring software has been implemented;
- Training continues to be provided to both full-time and part-time faculty in online instruction to provide a

better learning experience.

Classroom Population Density - Lecture courses categorized in scenario #4 (above) are scheduled in large, lecture classroom spaces that have high room capacities. Appropriate physical distancing between students is being required. Laboratory sections are scheduled to meet on a rotating basis with approximately 8 students in a lab section every third week over the semester. This allows for reduced population density and proper social distancing. Small classrooms, meeting rooms, seminar rooms, etc. may be repurposed for the fall semester.

Instructional and Research Laboratory Protocols - As required, maximum occupancy of all instructional spaces (classrooms, lecture halls, science labs, kitchens, and other meeting spaces) will be adjusted to accommodate physical distancing based on appropriately reduced capacity.

On-Campus Operations - Social distancing, cleaning and Personal Protection Equipment (PPE) protocols for restarting on-campus operations, on our existing timeline, are as follows.

Overview:
- The communities in Suffolk County surrounding the campuses have been hard hit by the COVID-19 pandemic;
- Student Health Services Offices will be fully staffed once campuses open;
- If there are local outbreaks or addition COVID-19 waves, faculty, staff, and students will be prepared for and guided through a rapid transition to distance learning.

Prior to campuses reopening in the fall:
- All essential employees on the campuses will have been issued proper PPE relevant to their trade and task responsibilities;
- For improved air quality in all campus buildings, wherever practical, we will implement recommendations listed in: ASHRAE "Guidance for Building Operations During the COVID-19 Pandemic"; ASHRAE "Position Document on Infectious Aerosols"; and CDC "Guidance for Reopening Buildings After Prolonged Shutdown or Reduced Operation";
- Plant Operations staff completed quarterly HVAC maintenance in all buildings (i.e.: Belts, Coil Cleaning, etc.) and all HVAC PM's are up-to-date;
- Air vents in offices and classrooms have been cleaned to ensure good air quality;
- Domestic water systems have been flushed and cleaned, bleach solution added to all plumbing traps including floor drains;
- Air handlers are to be operational for a 48- to 72-hour period at maximum outdoor air setting to refresh continuous air flow to each building;
- 'Pre-set' spacing lines indicating six feet for Student Service and Academic Affairs waiting areas on all campuses will be installed to allow for physical distancing;
- Single office occupancy spaces will be evaluated to ensure that at least six feet of distance exists between the entrance and the occupant while seated at their workstation.
- Double office occupancy spaces will be evaluated to ensure that appropriate physical distancing exists between the entrance and any occupant; between each occupant while seated at their workstation, and office moves may need to occur if reconfiguration is not feasible.
- Barrier type plexiglass screens planned for and will be installed in Student Service areas, Academic Services areas, Libraries, and staff cubicle/office areas to allow for appropriate distance between employees and clients/students in service areas;
- One main entrance has been established for each campus.

Phase I – Employees/Staff returning to campuses (mid-June, July, August): Following CDC Guidelines, once employees return to campuses, the College will ensure that controls are in place to reduce the potential spread of COVID-19 in our work environments. This includes:

- Establish procedures for Executive Deans/Campus CEOs and Vice Presidents to assign employee schedules that ensure that appropriate reductions of staff are scheduled to work on-campus on any particular day, and as appropriate, arrange work schedules allowing on-campus and at-home work on alternating days;
- Select or build a health screening tool for staff, students, and faculty before employees and students return to campuses. Attend SUNY's demonstration of screening tools to consider acceptable options.
- Notify all employees of Return-to-Work policies and procedures;
- Determine what PPE is needed for employees' specific job duties based on hazards and other controls present and provide appropriate PPE to employees at no cost;
- Monitor state and local public health communications about COVID-19;
- Ask sick employees to report symptoms, stay home if ill, and follow CDC guidance;
- Communicate Return-to-Work accommodations for immunosuppressed employees;
- Encourage employees to seek COVID-19 testing with Stony Brook Partnership;
- Develop strategies to manage worker concerns and anxieties;
- Communicate to employees reminders of available support services;
- Provide employees with training and communications on policies to reduce the spread of COVID-19; general hygiene; COVID-19 symptoms; what to do if sick; social distancing; proper use of PPE; safe work practices; and stress management;
- Continue procedures for alternative work schedules with staff scheduled to work on-campus and at-home;
- Cancel in person group events;
- Distribute adequate supplies of disposable masks, hand sanitizer, disinfectant sprays and wipes to departments, and immediately restock as needed;
- As needed, reconfigure offices, waiting areas, computer labs and conference rooms for physical distancing and mark accordingly;
- Install plexiglass in service areas and between workstations as needed;
- Install appropriate signage (in both English and Spanish) regarding social distancing and how to reduce the spread of COVID-19 in all buildings;
- Clean and sanitize all occupied offices each evening;
- Identify students enrolled in internships/externships that require onsite field-work for license attainment, and implement appropriate loss prevention means (e.g., Assumption of Risk & Release forms).

Phase II – Fall Semester Open Campus (September 2 – December 23):
- Continue suspension of all in-person events and activities including all student in-person events and activities for the fall 2020 semester unless prior approval is given by the Vice President for Student Affairs and/or Executive Dean/Campus CEO or a vaccine is discovered and available;
- Continue suspension of all College-related travel and study-abroad programs;
- Administrators and staff will continue to work on-campus on modified work schedules to reduce exposure;
- Students will be allowed in offices for meetings only if they make an appointment – walk-ins not allowed;
- Plexiglass barriers installed at all service counters and service areas;
- Assess the relocation of employees/instructors to vacant workspaces, where the installation of plexiglass appears impractical and overcrowding remains evident;
- All counselor and administrator offices reconfigured in such a way to permit physical distancing

of at least six feet when meeting with students or colleagues;
- All offices, classrooms, restrooms, libraries, labs, gyms, conference rooms that are scheduled for limited occupancy will be sanitized nightly, with daily schedules communicated to Plant Operations Directors.

Phase III – Procedures for courses/labs which will offer scheduled student time on-campus during the fall semester:
- All departments scheduling students on-campus will receive adequate supplies of disposable masks, hand sanitizer, disinfectant sprays and wipes which will be immediately restocked as needed;
- Masks or face coverings must be worn at all times by students, faculty and staff;
- Classrooms and labs have been reconfigured for social distancing and marked accordingly;
- Appropriate signage regarding social distancing and expected behavior installed in all teaching spaces scheduled for the fall (in both English and Spanish);
- All College meetings will be conducted remotely using existing campus technologies such as Zoom or TEAMS, etc.;
- General Building Occupancy adjusted to limit the number of people allowed on an academic building floor at one time and no more than an appropriate number of classes are scheduled on the same floor at one time, and signage posted indicating this;
- Use of elevators limited to two people at a time and face coverings in elevators will be required. Signage will be posted indicating this;
- Campus building stairwells evaluated to determine the adoption of one-way traffic. Signage will be posted indicating this;
- Campus buildings evaluated to determine if separate entrance and exit doors are feasible;
- Where physical barriers are not already in place, such as plexiglass partitions, visual aids present in reception areas to mark a six-foot distance;
- Maximum occupancy adjusted accordingly for general congregation spaces, and furniture limited to single seating only;
- Rest room occupancies modified to single occupancy, or, every other sink, urinal, and stall blocked to limit occupancy;
- Single occupancy rest rooms not modified. However, signage to promote social distancing in waiting areas outside of single occupancy restrooms installed;
- Spaces for recreational and athletic venues will be evaluated to determine how students can safely exercise while maintaining social distancing. Athletic competitions (both recreational and NJCAA Division III) will be determined in concert with NJCAA, and local health officials.

Residence Halls – SUNY Suffolk is not a residential college.

Dining Areas – Campus Dining Facilities may be open in the fall using a maximum occupancy adjusted according to room capacity. Carry-out services may be provided until restrictions have been modified.

Personal Protection Equipment (PPE) – The College's Office of Environmental Health and Safety established a process for ordering, receiving and distributing PPE for faculty, students and staff, and coordinates centralized purchasing and distribution of PPE to faculty, students and staff as appropriate. Instruction sheet/webpage illustrating proper use of PPEs is accessible to all students, faculty and staff.

Screening, Testing and Tracing – Our campuses serve commuter students who leave each day. Many ride public transportation, work in the community, care for others, and, therefore, have a potentially high exposure and transmittal rate that would be nearly impossible, much less cost and resource prohibitive, for us to safely monitor. Although our local public health offices and health care providers may be of assistance, it is unlikely that we would have the testing capacity to do anything beyond making a referral to responsive testing, should

an employee or a student present any symptom. Messages/signage to promote awareness of College's protective measures are being implemented to inform and help protect all students, faculty and staff.

The College does have the availability of Suffolk County COVID-19 testing at Stony Brook University drive-up center for all SUNY Suffolk faculty, staff and students. For Contact Tracing information, see below.

Virus-positive individuals will need to complete a period of isolation before returning to campus. This will be documented at the Health Services Office for students and in Human Resources for faculty and staff.

The Vice President for Student Affairs, and the College and Campus Student Affairs leadership will review new student orientation and policies and procedures to address student expectations within the College's new protocols, and revisions to the student code of conduct/student handbook that will serve to assist with enforcement.

Custodial Services – SUNY Suffolk is taking all of the necessary steps to ensure a deep cleaning of all buildings takes place once a variety of limited instructional spaces are occupied by students and faculty this fall. Preventive protocols to reduce risk of transmission implemented across all campuses as resources allow. Further details will be shared with students, faculty, and staff leading up to campuses reopening in early September. Protocols currently in place include:
- All bathrooms are currently sanitized every night when used, and an initiative to make available sanitation products for patrons in all bathrooms is under consideration;
- Standards for cleaning of doors, railings and door knobs, telephones, keyboards, counters, emptying of wastebaskets, and cleaning of workstations/offices of employees who go home sick, etc. is already in place and communicated to staff;
- Facial masks, along with alcohol/Lysol/Clorox wipes to wipe down work areas, entryways and computers will be available in all Plant Operations Offices and distributed to all campus offices and classrooms and laboratories this fall;
- Hospital grade disinfectant in spray bottles along with disposable wipes will be utilized by custodians for surface cleaning;
- All campuses will locate/move hand sanitizers in high traffic areas;
- Increase cleaning frequency for highly-used spaces;
- Expand coverage hours for cleaning staff to allow for higher visibility of cleaning staff and more frequent cleaning throughout the day.

Student Health Services - Each campus has a Health Services Office staffed by registered nurses who work under the direction of a consulting physician. The Health Services Office maintains both day and evening hours to meet the demands of varied student schedules. Registered nurses provide emergency first aid treatment, personal health counseling, immunization information, and referrals for students and the campus community that present with acute illnesses. Health records of students are maintained in the Health Office. In the fall, students who will attend limited on-campus courses will be directed to Health Services if they present signs of the COVID-19 virus. Nurses will refer students to testing centers and personal physicians as well as to the County Health Department if more information is required.

Additionally, campuses will review the existing capacity of Student Health Services space for efficient delivery of both physical and mental health support services.

Campus and local communities/Vision for "Town and Gown" interactions - SUNY Suffolk is a community leader in fighting the current pandemic and possible second wave by providing the following to the communities we serve:
- Conduct regular communication with local law enforcement, fire safety, OEM, elected officials, and

- school district leaders once a week;
- Provide a location for Suffolk County Civil Service test, for essential positions only;
- Offer space to elected officials to host informational sessions to the community on all three campuses;
- Campuses are potential NYS or County testing sites for COVID-19;
- Support emergency sheltering drill with American Red Cross and County OEM using the new COVID shelter management program;
- Host a hurricane tabletop with County OEM and nursing homes (our Eastern campus is a nursing home shelter);
- Partner with Long Island Cares for food bank distributions to students and community;
- Potential locations on all campuses for vaccine point of distribution for all communities.

Transportation, Mail and General Delivery Services – We continue protocols for contactless delivery of mail and packages. All essential mailroom staff is working alternating days. Mail deliveries are accepted at all mailrooms. Mail and packages are sorted and held at the mailroom, and staff are scheduled and approved to pick-up mail individually, wearing facial masks. This protocol will continue throughout the fall semester.

The College does not operate vans or buses to transport students or staff between campuses.

II.   TRACING AND MONITORING AFTER RE-OPENING:

The College will seek to train current Health Services Staff to assist the Suffolk County Department of Health New York State's COVID-19 contact tracing program. Health Services staff will be trained via the free online training program developed by Johns Hopkins University. The course is offered by the online platform, Coursera, and requires five hours to complete including quizzes after each module and a final assessment at the end of the course.

Once classes resume on campuses in September, all faculty and staff will be informed to send students who exhibit symptoms of COVID-19 to the Health Services Office for referral directly to the County Testing sites or their medical provider for follow-up by one of the College's Registered Nurses. The Health Services staff will follow-up with the student under investigation. If the student reports positive results, or the College is contacted by New York State's COVID-19 Contact Tracing Program, Health Services can assist in contact tracing for the college community as indicated.

Our goal is to work in conjunction with the Suffolk County Health Department to extend the capacity and readiness of our Contact Tracing and Monitoring team for College contacts. The County is in the process of recruiting and training Contract Tracers for Suffolk County. Going forward, the College could serve as follow-up responders assisting the County contact tracer in tracking potential contacts at the College.

New section:

-Health Screening before the start of fall classes: All employees, registered students and campus visitors will be provided detailed instructions on the protocols for social distancing, use of face coverings while on campus, and how to report symptoms or exposure. All employees, registered students and campus visitors will be required to complete a screening survey to ensure that they are not symptomatic, have not tested positive, have not been in close contact with someone who has tested positive in the last 14 days, have not been in close contact with suspected cases of COVID-19 within the past 14 days, and have not traveled internationally or to a State on the Executive Order 205 Restricted States list within the last 14 days; this screening survey must be completed each day an employee or student will be on campus, prior to the individual entering campus.

Results of the screening will be logged and monitored. Any faculty, staff or student who tests positive will be required to report their status to the College and isolate at home according to CDC and Suffolk County Department of Health guidelines.

Faculty, staff or students indicating international or out-of-State travel in restricted states will be directed to complete the NYS online health form (https://forms.ny.gov/s3/Welcome-to-New-York-State-Traveler-Health-Form) which all travelers all required to complete and submit. Faculty and staff will be required and directed to submit a copy of their confirmation of submission of the NYS online health form to the College's AVP of Human Resources or their designee. Students coming back from out-of-State or international travel will be required and directed to submit a copy of their confirmation of submission of the NYS online health form to the College's VP of Student Affairs or their designee. These instructions, asking for either a screenshot, a hard copy, or a submission email, will be added to our Return-to-Campus Guidelines for both students and employees.

III. COMMUNICATION AND OUTREACH PLAN:

The College will use all currently existing means to share communications with students, faculty, staff, stakeholders and partners. It will build upon its Coronavirus website; distribute College Briefs and social media messaging; consider mailings (postcards or other direct mail) as appropriate. For students, the College will implement texting, emails, portal postings and eblasts. Secondarily, to reach individuals who are on-campus in the fall for labs and hands-on instruction, we will ensure the production of signage/posters/flyers and will communicate using campus digital screens.

Messaging points for inclusion in our plan include the following:
- Advise students, faculty and staff when and how they will be permitted to return to campus, including new procedures and how to prepare for returning (staggered staffing, campus points of entry, PPEs, social distancing, those who are immunosuppressed/vulnerable or live with someone who is; new protocols for cleaning/disinfecting workspaces, instructional spaces, and common areas);
- CDC directives (how to prevent spread, when to seek medical treatment, self-isolation if sick/exposed, how any new outbreak will be communicated);
- Steps to take if any member of the college community or a close contact of theirs tests positive and what to expect when returning to school or work;
- Ongoing methods will be used to monitor faculty, staff and student health, testing/tracing;
- Address who can continue to work from home and under what circumstances;
- Permissions regarding campus visitors/vendors;
- External outreach regarding timelines for reopening of offices and phased return to campus.

New section:

-All students will complete a "Protect SUNY Suffolk Agreement" noting their confirmation to practice social distancing, facial masking, health/symptom monitoring, health screening requirements, and handwashing protocols.

-Arrival of international students and students returning from NYS restricted states:
Prior to two weeks before the start of the semester, emails will be sent to all registered students reminding them to plan accordingly if they travel out-of-State to a restricted area or if they travel out-of-country. Students will be informed that upon their return to our region they must register online and complete isolation and quarantine requirements accordingly.

We are developing *Students Returning to Campus Guidelines* which will include the requirements for completing isolation and quarantine procedures. The Guidelines will also include a link to the NYS online health

form (https://forms.ny.gov/s3/Welcome-to-New-York-State-Traveler-Health-Form) which all travelers are required to complete and submit. Students will be required to submit a copy of their confirmation of submission of the NYS online health form (a screenshot, a hardcopy or submission email) to the College's VP of Student Affairs or their designee.

The College's COVID-19 Webpage will have a description of travel restrictions and the New York State Executive Order 205 Restricted States list, and will include a link to the NYS online health form (https://forms.ny.gov/s3/Welcome-to-New-York-State-Traveler-Health-Form) which all travelers must complete online.

Our reopening plans will be shared with all of our students, faculty, staff, stakeholders and partners.

IV.   DEFINING RESOURCES REQUIRED TO RE-OPEN:
- Funds for additional Nursing staff (Registered Nurses both full-time and part-time) in Health Services Offices to be available for students, faculty and staff, and to do Contact Tracing (if we do not have assistance from the County);
- Technology for teaching, learning, and support may need to be expanded. This includes additional laptops for enrolled students, teaching faculty, advisers and counselors and support staff working from home, as well as software support for instruction;
- Increased energy costs for enhanced air flow installations in buildings on all campuses;
- Production of appropriate signage regarding social distancing and expected behavior will be installed in all teaching spaces on all campuses (in English and Spanish);
- Expand budget funds to cover increasing costs for hiring contact tracers and increasing custodial staff personnel and hours.

V.   DEVELOPING A TIMELINE REQUIRED FOR RESTARTING ON-CAMPUS OPERATIONS:
The timeline for re-starting on-campus operations began in May and is anticipated to be initiated in mid-June as our region of the State enters into the post-PAUSE phase. All plans and preparations noted in this report have either been in place or have been developed by the Task Force as the spring semester drew to an end.