

**Suffolk County  
Community  
College  
2021- 2022  
Operational  
Plan**

**Office of Planning and  
Institutional Effectiveness  
October 2021**



## Suffolk County Community College 2021 -- 2022 Operational Plan

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

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

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

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

### **Institutional Goals**

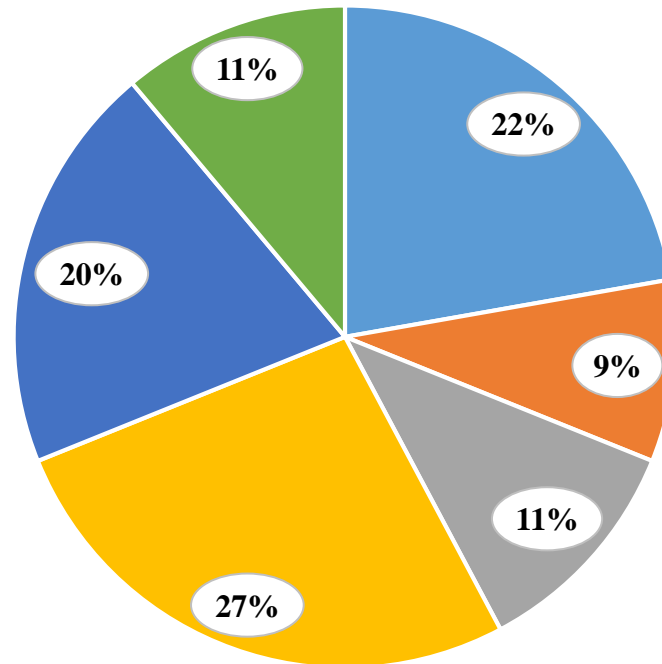
1. Student Success
2. Community Development/Societal Improvement
3. Access and Affordability
4. Institutional Effectiveness
5. Communication
6. Diversity

### **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

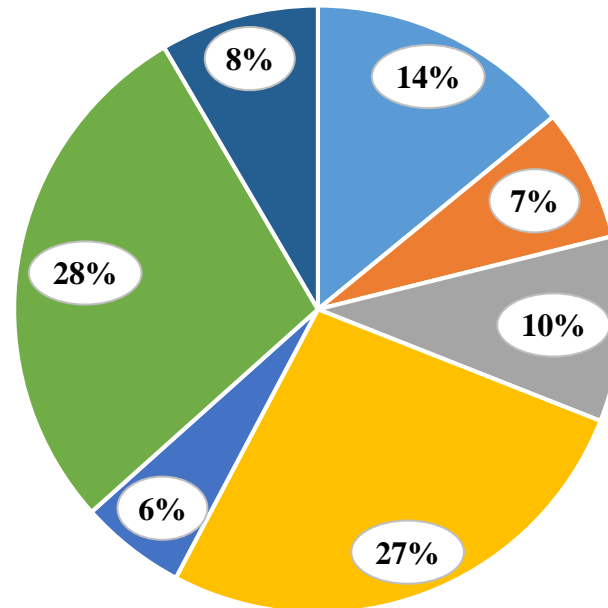
Thirty-five (35) targeted action items/initiatives were developed to operationalize goals of the Strategic Plan. All Institutional Goals and Middle States Standards have been addressed by multiple action items. The charts shown on the following pages indicate the percentage of actions/initiatives addressing each focus area for the Institutional Goals and Middle States Standards.

## Institutional Goals (IGs)



- 1. Student Success (20 actions/initiatives)
- 2. Community Development/Societal Improvement (8 actions/initiatives)
- 3. Access and Affordability (10 actions/initiatives)
- 4. Institutional Effectiveness (24 actions/initiatives)
- 5. Communication (18 actions/initiatives)
- 6. Diversity (10 actions/initiatives)

## Middle States Standards (MSCHE)



- I. Mission and Goals (10 actions/initiatives)
- II. Ethics and Integrity (5 actions/initiatives)
- III. Design and Delivery of the Student Learning Experience (7 actions/initiatives)
- IV. Support of the Student Experience (19 actions/initiatives)
- V. Educational Effectiveness Assessment (4 actions/initiatives)
- VI. Planning, Resources, and Institutional Improvement (20 actions/initiatives)
- VII. Governance, Leadership, and Administration (6 actions/initiatives)

Division or Campus		
Ammerman Campus	Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
	Activity/Initiative	The Campus Division of Student Affairs, specifically the Office of Career Services, commits to preparing students to meet local business needs by partnering with the Office of Workforce Development, connecting with the Department of Labor, and blending a peer mentor program into a career readiness program. We will accomplish this by inviting a community business partner once a semester to speak with our student peer mentors about transferable skills and by offering each mentor a one-on-one career counseling session with Career Service staff.
	Lead Responsibility	Assistant Dean for Student Affairs/College Director of Career Services and Assistant Director of Career Services
	Criteria for Success Including measure(s)	<ul style="list-style-type: none"> <li>• Due to this program being a new initiative, criteria will be based on utilization</li> <li>• 75% of peer mentors will participate in career readiness workshops</li> <li>• 75% of peer mentors will participate in a counseling session with a Career Service Staff</li> </ul>
	Timeline	Fall 2021, Spring 2022
	IG(s)	1, 2
	MSCHE Standard(s)	IV
	Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
	Activity/Initiative	As students return to campus, the Campus Division of Student Affairs commits to (re)engage our students by strengthening our social media presence, committing to offering both on-campus and virtual programming (inclusive of multicultural events), and providing opportunities for students to connect with college leaders.
	Lead Responsibility	Associate Dean for Student Affairs, Assistant Dean for Student Affairs, Assistant Dean for Student Affairs, and the Director for Campus Activities
	Criteria for Success Including measure(s)	<ul style="list-style-type: none"> <li>• Increase Ammerman Student Affairs social media account follow-ship by 10%</li> <li>• While most programming won't happen on campus for the fall semester, ensure opportunities (following all guidelines) for students to engage with on-campus and virtual programs.</li> <li>• To ensure students connect with campus leadership, Dr Martinez will host monthly meetings with the student government association executive team.</li> <li>• The Assistant Deans will create a program to connect directly with students.</li> <li>• Encourage the SGA to offer a virtual student town hall.</li> <li>• Partner with the College Chief Diversity Officer to ensure student leaders are JEDI trained.</li> <li>• Evaluate 2 social programs each semester to assess student satisfaction and sense of belonging.</li> </ul>
	Timeline	Fall 2021, Spring 2022
	IG(s)	1, 5, 6
MSCHE Standard(s)	IV	
Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean	
Activity/Initiative	Quality Management Initiative for campus maintenance and project tracking	
Lead Responsibility	Director of Plant Operations	
Criteria for Success Including measure(s)	Institute a Quality Management System to provide CEO/Executive Dean with monthly information as to the status of the condition and improvement of the Grounds, HVAC, Carpentry, Electrical, and Automotive	

	systems. This will include monthly interior and exterior building audits, non-conformance reporting, root cause analysis, stakeholder involvement, and risk register accountability. A metrics rating system will be developed to provide reporting of campus condition with measurable data from industry standards.
Timeline	Beginning of Spring semester 2022
IG(s)	4
MSCHE Standard(s)	VI
Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
Activity/Initiative	Working with the Science, Technology, Engineering, and Math departments, and the head librarian to create and organize an interdisciplinary STEM committee to share and educate our Ammerman campus community regarding STEM programs, scholarships, and projects/research opportunities. STEM Faculty and students will be working together to raise awareness regarding STEM fields and workforce opportunities.  Additionally, this committee will be working with our head librarian to set up the STEM Month event at the Ammerman Campus for our students and staff.  This committee will also work with our library staff to organize the STEM events at our campus.
Lead Responsibility	Associate Dean of Academic Affairs, and STEM faculty
Criteria for Success Including measure(s)	Events and sessions with the campus community to raise the excitement and awareness of STEM fields/programs.
Timeline	Fall 2021: organize, create, plan, and set goals and event calendars for STEM education. Spring 2022: Set up multiple sessions for the campus community. Support STEM month and week at the Ammerman campus
IG(s)	1, 4, 5
MSCHE Standard(s)	I, IV, VI
Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
Activity/Initiative	Develop a collection development plan and an online finding aid for the Long Island Room and Archive collection.
Lead Responsibility	Dana Antonucci-Durgan, Interim Head Librarian, Huntington Library
Criteria for Success Including measure(s)	A completed collection development plan that incorporates criteria for inclusion of material in the LI Room collection and archive. Creation of an online finding aid to provide campus and College community with access to materials that support curriculum.
Timeline	Spring 2022
IG(s)	1, 2, 5
MSCHE Standard(s)	IV
Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
Activity/Initiative	Through the Community Through Creativity initiative, promote develop, collaborate, and implement creative campus engagement programs designed to facilitate a lived sense of community connection, safety, belonging, and inspiration. Utilizing a multidisciplinary approach (primarily, but not only, focused in the arts), the committee aims to create situations, projects, and environments where the diverse and connected realities of students are showcased through collaborative artistic productions.

	Lead Responsibility	Chair of the committee and Mental Health Counselor
	Criteria for Success Including measure(s)	<p>What we can measure objectively:</p> <ul style="list-style-type: none"> <li>• student presence &amp; interaction</li> <li>• products &amp; productions</li> <li>• physical changes to the campus</li> <li>• feedback</li> </ul> <p>What we can observe subjectively:</p> <ul style="list-style-type: none"> <li>• sense of community/empowerment/safety</li> <li>• sharing/building/inspiring (dynamic exchange)</li> <li>• interrelatedness</li> <li>• shift in the environment</li> <li>• feedback from the community</li> </ul>
	Timeline	Fall 2021: Meet with committee and develop mission and goals, and generate awareness on campus. Spring 2022: Have an active presence of these creative spaces on campus.
	IG(s)	1, 2, 5
	MSCHE Standard(s)	I, IV
	Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
	Activity/Initiative	Develop a culture of performance assessment and professional development campus-wide
	Lead Responsibility	Dr. Irene Rios, Interim Campus CEO/Executive Dean
	Criteria for Success Including measure(s)	Performance evaluations completed in a timely fashion, annually.
	Timeline	Fall 2021 – Summer 2022
	IG(s)	4, 5
	MSCHE Standard(s)	VI, VII
	Responsible Executive	Dr. Irene Rios, Interim Campus Executive Dean
	Activity/Initiative	Design plans and initiative to open a one-stop advising center, incorporating AAMC and Counseling. Move toward a more integrated student advising support experience at Ammerman to build relationships between students and advisors, crucial to student's success.
	Lead Responsibility	Interim Campus CEO/Executive Dean with campus cabinet leaders
	Criteria for Success Including measure(s)	Increase in semester-to-semester and fall-to-fall retention rates for the campus.
	Timeline	Spring 2022
	IG(s)	1, 4
	MSCHE Standard(s)	IV, VI
Eastern Campus	Responsible Executive	Dr. Mary Reese, Interim Executive Dean
	Activity/Initiative	Highlight library collections that focus on diversity, equity, and inclusion.
	Lead Responsibility	Learning Resource Center: Dana Antonucci-Durgan, Head Librarian

Criteria for Success Including measure(s)	Create a library guide that highlights how faculty and students can locate library material by diverse authors and/or on topics associated with diversity, equity, and inclusion. Create and add a diversity, equity, and inclusion statement into the collection development policy to guide Eastern campus library purchases.
Timeline	Completion by July 2022
IG(s)	6
MSCHE Standard(s)	II
Responsible Executive	Dr. Mary Reese, Interim Executive Dean
Activity/Initiative	Assess the transition of Disability Testing from Academic Affairs to Student Affairs
Lead Responsibility	Student Affairs: Theresa Dereme, Assistant Dean for Student Affairs
Criteria for Success Including measure(s)	In Fall 2021, Disability Testing was moved from the Academic Skills (Support) Center to Student Affairs, aligning the college's service delivery model and improve access between student testing service and counseling. Communication between classroom faculty and students and staff within the new testing center is critical to ensuring ease of access of service for both students and faculty. To this end, faculty will be surveyed on their baseline understanding of how to refer students to disability testing services. Post-semester survey of faculty will investigate the strength of the communication. In addition, utilization of the Center will begin and will be measured against Fall 2019 rates in proportion to enrollment data both in Fall 2019 and Fall 2021.
Timeline	October 2021: Survey of baseline knowledge of faculty on how to refer and support student utilization December 2021: Post semester analysis of communication and ease of referral from faculty perspective February 2021: Survey of baseline knowledge of faculty on how to refer and support student utilization June 2021: Post semester analysis of communication and ease of referral from faculty perspective
IG(s)	1, 5
MSCHE Standard(s)	III, IV
Responsible Executive	Dr. Mary Reese, Interim Executive Dean
Activity/Initiative	Academic Affairs: Academic Support Mentoring and Retention Initiative Implementation Plan: Study Hour (STH)
Lead Responsibility	Dr. Pina Arcomano Britton, Assistant Dean of Academic Affairs
Criteria for Success Including measure(s)	Fall 2021 the STH initiative was adopted from the Grant Campus and incorporated into the Academic Support Center (ASC). The semester long STH sessions are offered to probationary, readmitted dismissal, and financial appeal continuing students. The zero credit/zero cost STH sessions meet weekly both remotely and in-person for one hour and fifteen minutes for the entire semester. The sessions are designed to assist students to identify ways to overcome obstacles that impede their academic success and permits them to reach their fullest academic potential by improving their academic standing. Criteria for assessment will be evaluated by: <ul style="list-style-type: none"> <li>• Student attendance</li> <li>• Increase in student cumulative grade point average, semester grade point average, and attempted credits against passed credit hours</li> <li>• Continued volunteered participation in the STH sessions for the Spring 2022</li> <li>• Continuation toward a degree</li> <li>• Apply findings from Fall to Spring 2022 and evaluate success in Spring 2022 comprehensively.</li> </ul>



	Timeline	<ol style="list-style-type: none"> <li>1. September 2021: Established initial cohort</li> <li>2. January 2022: Analyze Fall 2021 student performance based on variables noted above.</li> <li>3. January 2022: Identify students for Cohort 2</li> <li>4. February 2022: Establish Cohort 2</li> <li>5. May 2022: Analyze Spring 2022 student performance based on variables noted above.</li> </ol>
	IG(s)	1, 3, 4
	MSCHE Standard(s)	III, IV
Michael J. Grant Campus	Responsible Executive	Dr. Donna Ciampa, Interim Executive Dean
	Activity/Initiative	Design and implement an Academic Retention Initiative for at-risk students.
	Lead Responsibility	Associate Deans for Academic Affairs and Chairpersons
	Criteria for Success Including measure(s)	<ol style="list-style-type: none"> <li>1. Determine data benchmarks of underserved student populations with regard to retention, GPA, as they relate to the use of current student support services (AAMC, STH, ATC, LRC)</li> <li>2. Design and implement a clear retention plan for at-risk students by engaging academic faculty, chairpersons, and associate deans</li> <li>3. Continuous implementation of retention plan, and ongoing monthly review of metrics throughout the semester as to identified at-risk student usage of academic support services (AAMC, STH, ATC, LRC)</li> <li>4. Provide academic intervention to students as needed</li> </ol>
	Timeline	<ol style="list-style-type: none"> <li>1. By January 2022</li> <li>2. By May 2022</li> <li>3. Beginning September 2022, and continuing monthly, October, November, December</li> <li>4. Beginning September 2022 and continuing monthly, October, November, December</li> </ol>
	IG(s)	1, 4
	MSCHE Standard(s)	I, III, IV
	Responsible Executive	Dr. Donna 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, and equitable service delivery to students, while integrating transactional offices into one location for ease of student processing.
	Lead Responsibility	Assistant Dean of Enrollment Services, Assistant Dean of Counseling, and Associate Dean of Student Services
	Criteria for Success Including measure(s)	<ol style="list-style-type: none"> <li>1. Begin cross training counseling staff in admissions processes, guided pathways discernment, and career exploration.</li> <li>2. Offer improved transactional functions in each of the separate transactional offices. (Financial Aid/Registrar/Cashier)</li> </ol>
	Timeline	<ol style="list-style-type: none"> <li>1. By June 2022</li> <li>2. By June 2022</li> </ol>
	IG(s)	1, 2, 3, 4, 6
	MSCHE Standard(s)	III, IV
Responsible Executive	Dr. Donna Ciampa, Interim Executive Dean	
Activity/Initiative	Implement a facilities/infrastructure plan for campus building upgrades and repairs.	

	Lead Responsibility	Director and Assistant Directors for Facilities and Plant Operations
	Criteria for Success Including measure(s)	Review buildings on campus and assess for needed areas of upgrade, repairs, and repurposing for student use. Focus on vacant spaces for re-purposing (South Cottage; rooms in Paumanok Hall; rooms in Nesconset Hall; rooms in Sagtikos). Focus on structural repairs for worn buildings (South Cottage, Nesconset Hall)
	Timeline	Beginning Fall 2021. These facilities/infrastructure repairs and revisions will be ongoing and systematic based on student use and programmatic need.
	IG(s)	4
	MSCHE Standard(s)	I, III, IV, VI
Academic Affairs	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Develop an introductory Spanish course for culinary workers in Catholic Health Services LI (CHSLI) to further expand community partnerships
	Lead Responsibility	Assistant Dean of Continuing Education
	Criteria for Success Including measure(s)	Successful development of the course so that it will be ready for implementation in Spring 2022
	Timeline	January 2022
	IG(s)	1, 2, 3, 6
	MSCHE Standard(s)	III, IV
	Responsible Executive	Vice President for Academic Affairs
	Activity/Initiative	Development and delivery of faculty professional development in the use of the Brightspace to support faculty usage of the LMS in teaching and learning
	Lead Responsibility	Assistant Dean of Distance Education
	Criteria for Success Including measure(s)	70% of permanently certified faculty (271 faculty) will complete Brightspace professional development by the institutional LMS adoption date  50% of Quality by Design (QbD) provisionally certified faculty (39 faculty) will complete Brightspace professional development by the institutional LMS adoption date
	Timeline	If current Blackboard contract is extended by SUNY: Fall 2023; If current Blackboard contract is not extended by SUNY: Fall 2022
	IG(s)	1, 3, 4
	MSCHE Standard(s)	III, IV, V
	Responsible Executive	Vice President for Academic Affairs
Activity/Initiative	Continue to improve access for students by reducing or removing unnecessary academic admission barriers	
Lead Responsibility	Associate Dean for Curriculum Development	
Criteria for Success Including measure(s)	Reduce or remove academic admission requirements from at least seven programs during the 2021-2022 academic year	
Timeline	August 2022	
IG(s)	1, 3, 5	
MSCHE Standard(s)	I, IV, V	

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)	Complete the written plan that started in 2020-2021
	Timeline	Summer 2022
	IG(s)	4
	MSCHE Standard(s)	VI, VII
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	In collaboration with ITS, right align employees' cost with budget reporting structure. This will allow for proper financial analysis of labor costs.
	Lead Responsibility	VP Business & Financial Affairs
	Criteria for Success Including measure(s)	Better analysis of labor costs by budget managers based on direct and indirect reports. This is a rollover as this project did not get started because of lack of resources.
	Timeline	Summer 2022
	IG(s)	4
	MSCHE Standard(s)	VI, VII
	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)	Complete the written policy.
	Timeline	Spring 2022
	IG(s)	1, 3, 4
	MSCHE Standard(s)	I, IV, VI
	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 Spring 2022 registration, with an estimated AR reduction of 10% for Spring 2022 and thereafter. We expect to go live early November. This project is a rollover from the prior year and is near completion.	
Timeline	Fall 2021-Spring 2022	
IG(s)	1, 3, 4	

	MSCHE Standard(s)	I, IV, VII
	Responsible Executive	VP Business & Financial Affairs
	Activity/Initiative	Implement Bidnet, an electronic bidding system that increases visibility of the College's bids as well as competition among potential bidders. This system will also increase our ability to electronically track multiple activities and add transparency to the bidding process. This system is free of charge to the College.
	Lead Responsibility	Administrative Director of Business Affairs
	Criteria for Success Including measure(s)	The implementation of an electronic bidding system will be rolled out by December 2021.
	Timeline	December 2021
	IG(s)	4
	MSCHE Standard(s)	VI, VII
Information Technology Services	Responsible Executive	VP for IT/CIO
	Activity/Initiative	In collaboration with Human Resources work to advertise, conduct a search for and hire individuals to fill four (4) existing positions within the department to meet the increasingly digital demands of the institution.
	Lead Responsibility	VP for IT/CIO and AVP, Human Resources
	Criteria for Success Including measure(s)	Fill four existing vacancies
	Timeline	Q1: Fill one existing vacancy Q2: Fill one existing vacancy Q3: Fill one existing vacancy Q4: Fill one existing vacancy
	IG(s)	4, 5, 6
	MSCHE Standard(s)	VI
	Responsible Executive	VP for IT/CIO
	Activity/Initiative	Reduce Data Center footprint by migrating local digital resources to already implemented Cloud space
	Lead Responsibility	Infrastructure/Desktop Support
	Criteria for Success Including measure(s)	Migrate 33% personal documents to one drive. Migrate 33% share drives to SharePoint
	Timeline	Three-year commitment. Year 1: Q1: Initiate conversation, brainstorm, start drafting project plan Q2: Develop Project Plan Q3: Execute, phase 1 (Control and monitor. Fine-tune as needed) Q4: Execute, phase 2 (Control and monitor. Fine-tune as needed)
	IG(s)	4, 5
	MSCHE Standard(s)	VI
Responsible Executive	VP for IT/CIO	
Activity/Initiative	Improve/Modernize our VoIP and Wireless environments with a comprehensive unified communications suite	
Lead Responsibility	Infrastructure	
Criteria for Success	Develop an executable project plan and allocate funding and resources for implementation	

	Including measure(s)	
	Timeline	Two-year commitment. Year 1: Q1: Assess current environments Q2: Develop a project plan and secure funding Q3: Develop a project plan and secure funding Q4: Start implementation
	IG(s)	4, 5
	MSCHE Standard(s)	VI
Institutional Advancement	Responsible Executive	VP Institutional Advancement/Associate Dean for Sponsored Programs
	Activity/Initiative	Develop the final two years of the college's four-year Perkins V proposal to NYSED and submit the third year's proposal. <b>Fall 2021:</b> Convene the Perkins Local Advisory Council (LAC); Meet with VP AA and at least one of three campus executive deans to develop Goals plan; Meet with at least one of Continuing Ed (CE) and the Workforce Training Center (WTC) to develop Goal plan; Begin data collection effort for the required biennial Comprehensive Local Needs Assessment (CLNA); <b>Spring 2022:</b> Meet with other two campus deans and CE/WTC; meet with each Goal director to develop pre-proposals; meet with Perkins V Executive Council to confirm plan; meet with LAC for advice on plan; develop proposal narrative and budget. Complete and submit CLNA to NYSED. <b>Summer 2022:</b> Complete and submit proposal.
	Lead Responsibility	Associate Dean for Sponsored Programs/Assistant Dean for Grants Development
	Criteria for Success	Complete a CLNA and a plan for five goals across the college and submit a complete and compliant CLNA
	Including measure(s)	and proposal to NYSED
	Timeline	September 1 – August 31
	IG(s)	1, 2, 3, 4, 5, 6
	MSCHE Standard(s)	IV, V, VI
	Responsible Executive	VP Institutional Advancement/Associate Dean for Institutional Advancement
	Activity/Initiative	Working with Cox Media Group, collaborate with the Office of Planning and Institutional Effectiveness to conduct a custom research study targeting select external audiences to gauge the impact of the college's marketing, assess the perception of the college brand, and compare results with the impact and awareness study conducted for the Office of Institutional Advancement in 2015.
	Lead Responsibility	Associate Dean for Institutional Advancement
	Criteria for Success	Develop the study by January 2022. Conduct and complete the research by June 2022. Utilize the research results to target creative content and media strategy development for the 2022-2023 academic year.
	Including measure(s)	
Timeline	November 1 – June 31	
IG(s)	4, 5, 6	
MSCHE Standard(s)	I, II, VI	

Legal Affairs	Responsible Executive	Chief Diversity Officer
	Activity/Initiative	Ensure implementation and prioritization of College-wide and campus goals related to the expansion of diversity, equity, and inclusion practices including reviewing, revising, and providing comprehensive professional development for faculty and staff related to equity and inclusion.
	Lead Responsibility	Chief Diversity Officer and Chief of Staff (co-chairs of the College Diversity Council) Executive Deans, VP Academic Affairs, VP Student Affairs, Associate Directors of Multicultural Affairs, Director of Center for Social Justice, Affirmative Action Officer, AVP of 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 that include target audiences of faculty, staff and students
	Timeline	Fall 2021 and Spring 2022
	IG(s)	1, 2, 3, 5, 6
	MSCHE Standard(s)	I, II, IV, VI
	Responsible Executive	General Counsel / Deputy General Counsel
	Activity/Initiative	Update College policies and procedures and assure prompt and effective responses to compliance reviews and regulatory and policy requirements (for example those related to: 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, PRODiG and the hiring and recruitment process, discrimination complaint procedures.)
	Lead Responsibility	Legal Affairs (Deputy General Counsel; Affirmative Action Officer; Chief Diversity Officer; AVP Employee Resources; Executive Director Risk Mitigation)
Planning and Institutional Effectiveness	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 2021 and Spring 2022
	IG(s)	1, 4, 5, 6
	MSCHE Standard(s)	II, VI, VII
	Responsible Executive	Interim Vice President
	Activity/Initiative	In collaboration with the Strategic Planning Council (SPC), President Bonahue and Prof. Theodore Koukounas (SPC co-chairperson), work to guide the College community in the completion and implementation of its 2022-2027 Strategic Plan.
Lead Responsibility	SPC with facilitation from OPIE and President Bonahue, and communication from the VP, Institutional Advancement	
Criteria for Success Including measure(s)	<ul style="list-style-type: none"> <li>October 2021 through January 2021: further engage internal and external stakeholders in the Strategic Planning process through calls to conversation, town hall meetings, focus groups and surveys, etc. In addition, IG and Values subcommittee and Focus Group and Survey subcommittees will continue to review existing data, including existing draft documents.</li> </ul>	

	<ul style="list-style-type: none"> <li>February 2021: Analyze new data provided.</li> <li>March 2021: Work to incorporate new results into the data that has already been endorsed and solicit feedback from the College community.</li> <li>April 2022: After feedback from the College community, provide President Bonahue with a draft of the 2022-2027 Strategic Plan for review, feedback, and revisions, if any.</li> <li>May 2022: Draft of final plan presented to the College’s Board of Trustees for review and additional revisions, if necessary.</li> <li>September 1, 2022: Implementation of plan.</li> </ul>
Timeline	Fall 2022
IG(s)	2, 4, 5, 6
MSCHE Standard(s)	I, II, VI
Responsible Executive	Interim Vice President
Activity/Initiative	In collaboration with Information Technology Services, implement phase one of College-wide dashboards focusing on enrollment data including: unduplicated headcount, FTEs, billable credits, instructional modality, status (FT/PT), gender, race and ethnicity, year-to-year enrollment comparisons, comparisons to census data, and other internal benchmarks.
Lead Responsibility	OPIE: Interim Vice President, Assistant to the Vice President, Specialist I, and Assistant Director, OPIE ITS: Vice President, ITS, College Director of Enterprise Applications, Associate Director, Assistant Dean, College Associate Director Information Security
Criteria for Success Including measure(s)	Pilot beginning Summer 2022 <ul style="list-style-type: none"> <li>June 2022: Solicit feedback from internal stakeholders regarding functionality, ease of use, data provided, etc.</li> <li>July 2022: Utilize feedback to make necessary adjustments.</li> </ul> Implement by August 2022
Timeline	Fall 2022
IG(s)	4, 5
MSCHE Standard(s)	VI
Responsible Executive	Interim Vice President
Activity/Initiative	Improve the institutional reporting, and the accuracy of institutional data, continue to work with the Data Standards Committee to refine, publish, and implement the Data Standards Manual at the Central and Campus levels.
Lead Responsibility	Interim Vice President and Data Standards Committee
Criteria for Success Including measure(s)	Updating of manual and a reduction in fatal errors generated when submitting reports to SUNY and other external agencies.
Timeline	Fall 2021 through Spring 2022
IG(s)	4, 5
MSCHE Standard(s)	VI

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 application checklist, enrollment checklist, and enrollment communications which are included in the current IT project request form. Develop an IT project request form to expand the admissions application to include non-credit programs appropriate for new students (surgical technician, manufacturing technology, OSHA training).
	Lead Responsibility	Interim Assistance Vice President and College Dean for Enrollment Management
	Criteria for Success Including measure(s)	The admissions application checklist will be live by March 2022, enrollment checklist will be live by May 2022 and enrollment communications will be live by June 2022. A completed project request form for the addition of non-credit options in the admissions application and a project timeline will be completed by June 2022.
	Timeline	<b>Fall 2021:</b> Continued work on the integration between Constituo and Banner, continued work on building the attributes for the application checklist and enrollment checklist. <b>Spring 2022:</b> Implementation of both checklists and development of enrollment communication.
	IG(s)	1, 5
	MSCHE Standard(s)	IV
	Responsible Executive	Vice President for Student Affairs
	Activity/Initiative	Complete the distribution of HEERF III funding to students. Identify and allocate 20% discretionary funds to underserved student populations that have received limited aid thus far.
	Lead Responsibility	College Director of Financial Aid
Criteria for Success Including measure(s)	Distribution of HEERF III discretionary funds in amount of \$4.5million to three underserved populations that have received limited aid thus far.	
Timeline	<b>Fall 2021:</b> Identify underserved student populations that have received limited aid thus far, review opportunities to provide funding with Business Affairs, and distribute aid. <b>Spring 2022:</b> Identify underserved student populations that have received limited aid thus far, review opportunities to provide funding with Business Affairs, and distribute aid.	
IG(s)	3	
MSCHE Standard(s)	VI	
Responsible Executive	Vice President for Student Affairs	
Activity/Initiative	Design a Spring 2022 and Fall 2022 master schedule that provides student-driven seat availability for high demand classes. Align seat availability with data from new student enrollment	
Lead Responsibility	College Associate Dean for Registrar and Master Schedule and College Assistant Director for the Master Schedule	
Criteria for Success Including measure(s)	The 25 highest enrolled classes will have a reduced utilization rate than past semesters.	
Timeline	In Fall 2021 and Spring 2022, during student registration, monitor course utilization with appropriate response.	
IG(s)	1, 4	
MSCHE Standard(s)	V	



