



STRATEGIC PLANNING COUNCIL

Thursday, May 4, 2023

Ammerman Campus
William J. Lindsay Life Sciences Building, Room 114

MINUTES

Members in attendance:

MaryLou Araneo	Dr. Mark Harris	Isaac Oddoye
Dr. Donna Ciampa	Dr. Liesl Jones	Dr. Irene Rios
Kaliah Greene	Theodore Koukounas	Christina Vargas
Lisa Hamilton	Dr. Patty Munsch-Eilbeck	

Alternates in attendance:

Heidi Kiley	Ammerman Campus Senate Representative
Rachael Millings	Eastern Campus Congress Representative
Dr. Kathryn O'Donoghue	Grant Campus Assembly Representative

Professor Theodore Koukounas began the meeting at 4:02pm.

- He welcomed the membership to the last meeting of the academic year. He also welcomed governance alternates, Heidi Kiley, Rachael Millings, and Dr. Kate O'Donoghue, to the meeting.
- He thanked everyone for their involvement with the strategic plan over the last few years.
- The minutes from April 13, 2023, were reviewed, and there being no corrections suggested, a motion was made to approve them. A vote was taken and the minutes were accepted as written.

Kaliah Greene provided a brief update on the CCSSE survey:

- The completion date for students has been extended to May 10, 2023.
- We have a sample size goal of 1,000 students. We are currently at 377.
- Student Affairs, Academic Affairs, Institutional Advancement, and the Campus Executive Deans are doing what they can to get the word out. We are asking faculty to help also. The links are on Brightspace and a college brief was sent out encouraging participation. If faculty could take 5-10 minutes at the end of their classes to ask the students to take the survey, it would help tremendously.
- The last time we participated in the CCSSE survey was 2015. We are trying to use it as a way to help improve the census as well as instructional and non-instructional things at the College so it is really important that we get as many students as possible to complete the survey.

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

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Ms. Greene presented the 2022-2027 Strategic Plan Mission and Vision Statements:

- The draft document, which included the proposed mission and vision statements, as well as the updated values, institutional goals, and strategic objectives, was distributed to the members in attendance for discussion.
- Based on all of the feedback from the college community, the subcommittee drafted a final version of the mission and vision statements. They are presenting it today for a vote by the SPC so it can be presented to the Board of Trustees for their approval.
- Any changes suggested will need to go back to the subcommittee for another review before presenting it again to the SPC for a vote. Once approved by the SPC, it will be presented to the Board of Trustees for their review and vote.
 - It was suggested that the currently proposed Vision Statement is leaving out a whole group of organizations, such as non-profits and industries. Is there a way to be more inclusive than to use the word “businesses”?
 - The previous draft only had “students, families, and communities”. The subcommittee did discuss that previously and decided to add “businesses”. It was felt that to be more inclusive, it should be kept as broad as possible and those organizations mentioned could fall under communities or businesses.
- A vote was taken and the draft document was approved unanimously by the voting members in attendance. At this time, Dr. Bonahue will be notified that the document has advanced to the next stage and, in conjunction with Legal Affairs, a resolution will be drafted and presented to the Board of Trustees at their June meeting.
- This has been five years in the making; thanks to all who participated along the way.

Dr. Mark Harris gave a brief budget update:

- Almost everyone in the room has already seen the Fiscal Year 2023-2024 budget multiple times.
- It was suggested that it might help to define what an FTE is. As an example, when we say we need a 2% increase, knowing what that means may help the broader community understand just how big that number can be.
 - Is it 30 credits per academic year or is it decided by semester? It is decided by academic year. One FTE is 30 credits per academic year. A student is considered full time if they take 12 or more credits per semester. For budget purposes, if a student takes more than 12 credits in a semester, we cannot charge more than full-time tuition.
- We are in a much better position than a lot of schools. We were optimistic that the State would give us a little bit more funding but because of decreasing enrollment, this might be the last year of that. They will likely go back to the weighted average funding that we were getting and are now talking about a 20% hold back, which represents the decrease in enrollment; for us that is \$10million less from SUNY. We need to increase enrollment because they will be evaluating FTE over a three-year period and for the schools with decreased FTE, the impact is going to be significant. There is also a concern that the County will follow the State and cut funding based on FTE as well.

Ms. Greene gave an update on Spring 2023 Enrollment. The revised Enrollment Report was displayed for discussion.

- An enrollment summary is normally sent out and has the following information:
 - Full-time/part-time status, modality, number of course seats taken, unduplicated headcount (which is one record per student), billable credits, and FTE.
 - Date-to-date comparison which shows where we are this year versus where we were at the same time last year.

- Looking at trends in higher education, especially community colleges, there has been a dip in enrollment, starting before COVID. Cabinet members have decided to create an enrollment goal this year. Based on the last five years (Fall, Winter, Spring, and Summer 2018-2023), a regression analysis has been conducted looking at enrollment and other financial components. It has been decided that the goal will be a 2% increase both in unduplicated headcounts and FTE. This means we have a goal for Fall 2023 of 20,463 students, which is 2% above where we were at census last fall. The census includes new students, transfer students, continuing students, and Beacon and Early College students.
- As we move forward, there will also be a retention goal, which will be established after graduation when we can see who is still here from last Fall. At some point there will also be a goal for new students (includes first-time and transfer students) and continuing students.
- The high school population on Long Island is decreasing. One of the things that was successful for us in the Spring is that while we were able to get new and transfer students, the number of continuing students from Spring 2022 to Spring 2023 went up by about 1%. While that increase is promising, we also know that Fall is the litmus test and right now we are at 34% of our enrollment goal for Fall 2023. As of this semester, we had a week earlier of priority registration so we have a lot of work to do as an institution between now and the fall semester.
- The enrollment reports will continue to grow and evolve as we add more information. The long-term goal is to add these reports into a dashboard instead of sending them by email. That dashboard will not be forward facing so you will need to log in to access it once it's up and running. OPIE is working extremely short staffed so please be patient as we continue to work on this.
- The Office of Student Affairs is currently tracking continuing students who are not in a position to graduate but haven't registered for the fall semester and they are reaching out to them now to offer help.
 - It was noted that students are waiting longer now than ever before to register for classes. It was suggested that one reason for this could be that four-year schools are making decisions and putting students on waitlists later than in previous years and those students are waiting to see if they get in before finally deciding to attend Suffolk.
 - Another reason suggested was that students are waiting for their final grades to be posted to help guide their registration needs. Students don't know their standing in their classes and are encouraged to look at the gradebook in Brightspace, if the faculty are using it. Faculty will be asked to use the gradebook in Brightspace and that may or may not help students in the future.
 - Another reason could be that anxiety and stress increases for students as we head into the end of the semester. The priority to them is getting through the semester, not registering for the next semester. To combat this issue, another institution changed their registration to open Spring and Summer together and Fall and Winter together. That institution has seen a tremendous increase in their fill rates since that change. We currently open Summer and Fall together and Winter and Spring together. One aspect for us to consider when looking at how that change would work for us is how financial aid would be impacted.
- In conjunction with the Office of Institutional Advancement, Student Affairs is looking into targeted social media outreach to increase enrollment. Messages aimed at reminding unregistered students to register for classes for the upcoming semester will be put into their social media feeds.

Ms. Greene reflected on the status and future of the SPC as we close out the 2022-2023 academic year:

- Looking toward the fall semester, we would like to reshape and transform the SPC. As the council of the College that sets the tone for strategic planning, where would you like to see us go?
 - In terms of membership, we have received a few suggestions for new members as well as alternates.

- In terms of presentations and discussions during our meetings, what are some things that you would like to learn more about?
 - Financial Aid
 - Data narrative activities
 - Operational goals, strategic objectives, key performance indicators, and how to connect them to our operational planning
 - Revisit the idea of master plans for the institution
- Normally at the last meeting of the academic year, we look at the Report of Institutional Effectiveness and the Factbook.
 - The Historical Enrollment Dashboards on the OPIE webpage has replaced the Factbook.
 - Now we are working on revamping the Report of Institutional Effectiveness to include the seven key performance indicators, our enrollment, retention, transfer, and graduation rates, success in a math and english course, as well as a few others from our 22 strategic objectives. This will be presented in September.

The floor was opened to additional questions, comments, or concerns.

- As many of you know, Dr. Mark Harris, our Vice President of Business and Financial Affairs, is leaving us. We want to thank Mark for all his hard work and assistance during his tenure at the College and we send our best wishes to him on his next venture.

There being no further business to discuss, the meeting was adjourned at 4:46pm.