



STRATEGIC PLANNING COUNCIL

Thursday, September 30, 2021

Virtual Meeting held via Microsoft Teams

MINUTES

In attendance:

MaryLou Araneo	Arlene Jackson	Dr. Irene Rios
Shady Azzam-Gomez	David Johnson	Raymond Roses
Dr. Edward Bonahue	Dr. Camille Karlson	David Schneider
Joanne Braxton	Theodore Koukounas	Dr. Tat Sang So
Dr. Caroline Burns	Thomas Law	Dr. Lauren Tacke-Cushing
Dr. Donna Ciampa	Dr. Elizabeth McCormick	Denny Teason
Thomas Flesher	Janine Muccio	Christina Vargas
Michael Forte	Amy Mueller	Scott Votke
Daphne Gordon	Dr. Patty Munsch-Eilbeck	Carol Wickcliffe-Campbell
Kaliah Greene	Isaac Oddoye	Dr. Helen Wittmann
Dr. Mark Harris	Dr. Mary Reese	Joshua Wolfson

Professor Theodore Koukounas began the meeting at 3:45pm:

- He welcomed the membership to the first meeting of the Fall 2021 semester.
- He acknowledged and welcomed new members: Dr. Edward Bonahue, College President, Zachary Frost, Student Trustee, Elizabeth McCormick, Senate Representative, and Tat Sang So, Assembly Representative. He also thanked Daniel Linker and Alexander Kasiukov, former members of Governance, for their service with the SPC.
- He acknowledged that members of the Board of Trustees may also be present at the meeting and asked if they wanted to address the membership; there being no response, he continued with the agenda.
- The minutes from April 22, 2021 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.
- The Strategic Plan has a tight timeline ahead. One of our primary goals is to design a plan, present it to the Board of Trustees, and have it implemented before the Fall 2022 semester. The minutes did not capture the slight change where the current Strategic Plan was reaffirmed beyond December 2021 until the end of the academic year in August 2022. The new strategic

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.

Central Administration
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Ammerman Campus
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Grant Campus
Crooked Hill Road
Brentwood, NY 11717-1092
(631) 851-6700

Eastern Campus
121 Speonk-Riverhead Road
Riverhead, NY 11901-3499
(631) 548-2500

plan was approved for us to begin working on with a start date of September 1, 2022, the beginning of the 2022-2023 academic year.

Kaliah Greene provided an update on the strategic planning process:

- A few meetings with Ms. Greene, Professor Koukounas, and Dr. Bonahue have taken place to discuss Dr. Bonahue's vision and to share the work that has already been done on the Strategic Plan.
- A PowerPoint presentation was given to bring everyone up to speed
 - Looking to endorse the work already done on the Strategic Plan pre-COVID and expand the conversation to include the new normal
 - Looking to understand and convey why strategic planning is important to the College
 - Looking to complete the process by May 2022; need to present the final document to Dr. Bonahue for review and possible revision before presenting it to the Board of Trustees for their review and possible revision
 - Dr. Bonahue spoke about the Board's appreciation of the work done on the Strategic Plan to date. The Board is holding him accountable for a long-term vision, student success, and how we are going to best serve the community. A lot of work has been done in terms of gathering data from different stakeholders and now we want to expand on that data.
 - Final 2022-2027 Strategic Plan will be implemented by September 1, 2022
 - A historical timeline of the pre-COVID strategic planning process was presented:
 - May 2018 – a 27-month Strategic Planning architecture (outline) was approved by the Board
 - Summer 2018 through Summer 2019 – Stakeholder engagement was done using surveys and focus groups
 - Spring 2019 – a SWOT analysis was conducted with approximately 400 faculty, staff, and administrators at Professional Development Day
 - Summer 2019 – focus group data was analyzed and a BlackBoard community was created for the SPC to share data and ideas
 - Fall 2019 – final focus group and survey analysis was presented to the SPC
 - Fall 2019/Spring 2020 – the SPC discussed draft values and institutional goals
 - March 2020 – analysis and draft values and institutional goals were presented at Professional Development Day
 - A breakdown of Focus Groups, SWOTs, and Online Survey participants was presented:
 - Students – 432, Faculty – 130, Staff and Administrators – 56, Community Partners – 93
 - Total Participants – 711
 - Total Focus Groups and SWOTs conducted – 80
 - Total number of focus group facilitators across all 3 campuses – 16
- Currently we have a draft of Institutional Values and Institutional Goals and the subcommittees will pick up and review the draft Institutional Goals and their descriptors to see if changes need to be made
 - Values: 1. Excellence, 2. Engagement, 3. Service, 4. Stewardship, 5. Ethics, Integrity, and Transparency, 6. Hospitality, Belongingness, and Acceptance, and 7. Continuous Improvement

- Institutional Goals (with descriptors): 1. *Student Academic Achievement* (to offer quality academic programs to promote students' progress toward and attainment of their education goals), 2. *Student Growth and Opportunity* (to offer quality student support and services to promote student success), 3. *Community Engagement* (to serve as an educational, intellectual, and cultural center for personal growth and social concerns, responding to the community's current and emerging needs), 4. *Value, Access, and Sustainability* (to be conscientious, ethical stewards of College resources, including financial resources, human resources, and physical resources to promote access, affordability, excellence, and continuous improvement), 5. *Communication* (while ensuring transparency and integrity in all communication: 1. To provide information to all faculty, students, and staff so all can participate fully as members of the College community [intracollegiate communication], 2. To enhance awareness of the opportunities the College provides its students and the broader community it serves through public relations announcements, marketing, recruiting and admissions materials and practices), 6. *Diversity, Inclusion, and Equity* (to create a culture of welcoming, safety, belongingness, and freedom of thought and expression, for all persons, regardless of their backgrounds or identities), and 7. *Institutional Effectiveness* (to assess and evaluate all programs and services to provide operational efficiency and assurance of quality and value)
- Dr. Bonahue briefly discussed the draft Goals and how he envisions them. He is more comfortable with goals that look more like our descriptors; they are action oriented aspirational statements. He has joined the subcommittee to help guide the values and goals to perhaps be a bit more focused on student outcomes, student learning, and academic excellence, without losing the parts about assessment, transparency and equity. He wants the goal statements to be aspirational statements, statements that describe what we aspire to as a learning community. We are all about access to educational opportunity, student learning, student success, equity, and community development. He wants to be sure that our mission statement, values, and goals capture as much of that as possible.
- The Strategic Plan next steps was discussed:
 - A final call for members to join the Focus Group and Survey Subcommittee and/or the Values and Institutional Goals Subcommittees was made; meetings of these subcommittees will be scheduled soon and will be held frequently
 - Dr. Bonahue would like to conduct a town hall meeting on each campus with the Focus Group and Survey Subcommittee members to open discussion with the college community
 - Professor Koukounas briefly discussed the responsibilities of the subcommittees; the *Focus Group and Surveys Subcommittee* will analyze the data gathered and advise if what has been gathered already is sufficient as we move forward and revisit the values, goals, and measurable institutional objectives; the *Values and Institutional Goals Subcommittee* will cull through the data and begin crafting the mission statement, values, and goals.
 - Ms. Greene, Professor Koukounas, and Dr. Bonahue will serve on both subcommittees to make sure that the charges for both subcommittees are clear and that the work moves forward in a thorough and effective manner.
 - There will be a strategic planning presentation at Professional Development Day
 - The SPC will be meeting monthly for Fall 2021 and Spring 2022
- The various stakeholders of focus groups previously conducted were discussed:

- Faculty from all three campuses – Governance, Physical Sciences, Reading/Freshman Seminar, Communications Studies, Foreign Language/ESL, Automotive, Nursing, Math, Social Sciences, Math/Computer Science, Physical Education, Counselors, Faculty Association Officers, and Professional Development Day attendees
- Students/clubs from all three campuses – Get There From Here Scholarship recipients, Peer Mentors, Student Orientation Leaders, Military and Veteran students, COL105 students, TRIO students, Honors Law Class, HVAC students, Phi Theta Kappa members, Cares Club, Christian Club, Fitness Specialist Club, Muslim Student Association Club, African People’s Association Club, Business and Accounting Club, Geology and Astronomy Club, Eastern Suffolk PN Club, Art Club, Community Service Club, and Math Club
- Community Partners – Community partners from Eastern and Western Suffolk, STEP Parents, Brentwood High School Guidance Counselors, SCCC Foundation Board, Workforce partners, Retirees Association of SCCC, and AME Leadership
- Employees – Staff (AME), FA and AME union members, Guild and Central Administration, and Exempt employees
- Surveys were sent to: Students age 25+, Continuing Education students, K-12 Superintendents (Connetquot, Hauppauge, Patchogue-Medford, Ward Melville, Hampton Bays, Riverhead, Southampton, Westhampton, Brentwood, Commack, Huntington, and Kings Park), Employers of SCCC students (Brookhaven National Lab, Cablevision, Estee Lauder, Long Island Railroad, and Southside Hospital), and Transfer Colleges and Universities (Adelphi University, Farmingdale State College, Five Towns College, Hofstra University, LIU: Brentwood, Riverhead and Post, Molloy College, NYIT, St. John’s University, St. Joseph’s College, Stony Brook University, and SUNY Old Westbury)
- A discussion was held about ways to look towards the future in terms of enrollment and retention. Seeing how the world has changed, as well as how employment/industry needs have changed since COVID and having discussions with those community stakeholders would be a good starting point to incorporate that into the next strategic plan.
- A discussion took place regarding the suspicion, unwillingness to participate, and unfamiliarity of what a focus group/SWOT analysis is amongst not only some academic departments within the College, but the outside community as well. This is where SPC members need to be ambassadors of the strategic planning process and help people understand the process and how their participation is instrumental in building our next strategic plan. Our approach and presenting the data gathering process in a way that people understand what is being asked of them will be crucial in getting a broader response.
- A discussion ensued about being careful to not aim too high or too low with the Strategic Plan. We need to make sure our goals are aspirational as well as realistic. We need to think about what action steps are needed to support the strategic vision and how will we know if we’re making progress on our institutional goals. That is where the measurable institutional objectives will play a big role.

Kaliah Greene provided an update on the 2020-2021 Operational Plan:

- The Final Annual Update of the 2020-2021 Operational Plan was sent to the SPC members.
- An explanation of what the operational plan is was given. Annually, each division and campus leader is asked to come up with operational plans that should be tied to the Strategic Plan, Institutional Goals, and Middle States Standards. In previous years there were also

Presidential Goals to tie into. The operational plan is created in September and updated three times during the year. Currently there is a call out for each Cabinet member to come up with two to three action plans that they would like to complete this year. We then ask for an update on their plans in January, after the fall semester, again in June, after the spring semester, and a final update is requested in August, at the end of the academic/fiscal year. The operational plan is posted on the Office of Planning and Institutional Effectiveness webpage for review.

With no further business to discuss, the meeting was adjourned at 5:02pm.