COMMITMENT TO EXCELLENCE

STRATEGIC PLAN

PRIORITIES
2004-2009

SUFFOLK COUNTY COMMUNITY COLLEGE
Priority I: INCREASE STUDENT ACCESS AND RETENTION AND SUPPORT STUDENT SUCCESS.

Objectives:
1. Ensure the appropriate placement of students in a course of study.
   *Action plans:*
   - Explore how to best integrate the testing and advising database into the college’s computer systems \textit{Ris, Attinasi, Kirschner}
2. Support faculty research.
3. Recognize the importance of standards, monitoring, mentoring, evaluation, and development.
   *Action plans:*
   - Strengthen the approach to remediation in order to achieve higher levels of improvement. \textit{Canniff}
   - Establish appropriate pre-requisite requirements that recognize academic and life-skills development. \textit{Canniff 05-06 action plan}
   - Ensure that all students develop appropriate computer skills. \textit{Alford, Russo}
   - Develop a system for insuring that final high school transcripts are received before the release of financial aid. \textit{Ris, Dunnagan, Rowe}
4. Strengthen student support services through the deployment of new strategies
   *Action plans:*
   - Use the SUNY Student Opinion Survey to identify ways in which the college can be more responsive to students. \textit{Kirschner}
   - Provide individual advisement sessions for all new students. \textit{Kirschner}
   - Develop a proposal for an enhanced and expanded approach to orientation. \textit{Kirschner}
   - Enhance student opportunities for jobs, cooperative education and internships. \textit{Kirschner, Gatta}
   - Implement a pilot project to evaluate the effectiveness of a case-management approach to financial aid. \textit{Rowe}
   - Continue the development of student services in an on-line environment. \textit{Kirschner, Rowe, Ris}
5. Expand counseling and career exploration services for undecided students.
   *Action plans:*
   - Review the results of a pilot test of a Career Exploration credit course, and decide whether it should become a permanent offering. \textit{Kirschner}
   - Consider the creation of a separate curriculum category for
undecided students with the benefit of providing targeted career counseling services. Kirschner

- Explore the possibility of offering special sections and enhanced versions of OS15 for undecided students. Kirschner, Canniff

6. Improve access to faculty in the evening program.

7. Promote multiculturalism and provide programs and services for all special student populations.

Action plans:

- Create full-time positions for the Coordinator of Multicultural Affairs on the Ammerman and Eastern Campuses. Kirschner, Pippins
- Expand access to services for evening students (e.g. career services, admissions, disability services, financial aid, etc.). Kirschner, Campus Deans
- Establish an Office of International Students to more effectively recruit and serve international students and to comply with new federal reporting regulations. Rowe

8. Identify and eliminate barriers to enrollment.

Action plans:

- Review and update the College Retention Plan and the College Recruitment Plan. Kirschner, Rowe
- Make offerings available at varied times to permit increased accessibility. Campbell
- Develop a new course cancellation policy that minimizes disruptions to student schedules. Weissberg, Canniff
- Develop a plan of action for programs with a declining enrollment. Kirschner, Campus Deans, Jacobs, Canniff
- Conduct an on-going program of tracking students to determine progress toward goals. Kirschner, Attinasi
- Focus on developmental students and develop strategies for improving retention and graduation rates. Canniff, Rowe
- Initiate conversations between faculty and counselors on curriculum objectives. College Dean of Faculty, College Dean of Students

9. Continue the development of campus retention and recruitment plans.

10. Improve methods of communicating with prospective students.

Action plans:

- Provide ongoing funding and support for a student ambassador program. Rowe

11. Implement a college success program.
12. Provide for a safe and secure environment for learning and working.

Action plans:

- Develop appropriate policies, procedures, and systems to insure that all students have ID cards before attending class and all employees carry ID cards. **Rohl, Flack**
- Consider the opportunity offered by the new State law permitting peace officers to be hired by community colleges, and determine the extent to which it should be implemented. **Williams**
- Identify procedures for quickly replacing public safety staff as turnover occurs. **Williams, Rohl**
- Provide for additional counseling support for appropriate students; develop procedures for insuring appropriate referral, monitoring, and follow-up. **Kirschner**
- Review the Code of Conduct and Mandatory Withdrawal Policies, especially sections dealing with disruptive behavior and interim suspensions; recommend revisions as appropriate. **Kirschner**
- Arrange for a psychiatric consultant to provide assessment and consultation as needed. **Kirschner**
- Develop procedures for insuring that the campus safety committees are actively identifying needs for corrective action. **Williams**
- Implement a system of parking decals and visitor permits. **Williams, Braxton**
- Expand the system of blue light and safe haven phones to provide ready access to classrooms. **Johnston**
- Provide training for staff on conflict management and the identification of potential problem students. **Kirschner**
Priority II: PROVIDE ENHANCED/EXCELLENT SERVICE TO THE COMMUNITY THROUGH STRENGTHENED RELATIONSHIPS, PARTNERSHIPS AND COMMUNICATION, AND NEEDS ASSESSMENT.

Objectives:
1. Develop and implement a comprehensive marketing communications plan.
   Action plans:
   - Begin regular schedule of distribution for Perspectives newsletter. Araneo
   - Develop the college’s web site to become the primary vehicle for communicating with the community. Araneo, Gatta_05-06 action plan
   - Ensure data gathering efforts match key marketing needs. Araneo, Attinasi
2. Reinforce and extend awareness of the college, its programs and the value it brings to the County and its residents.
   Action plans:
   - Showcase campus programs (for example, the Honors Program) to attract talented students. Araneo, Rowe
   - Link students to their legislator. Araneo
   - Implement periodic communications to key constituencies. Araneo
   - Improve communication with high school faculty and guidance counselors. Rowe
   - Establish the college as a resource for experts and information. Araneo
   - Promote activities that enhance the college’s reputation and image as a college of excellence. Araneo
3. Establish and foster good media relations and enhanced community relations.
   Action plans:
   - Address contemporary issues and publish points of view to help lead community opinion. Araneo
   - Increase level of media coverage and exposure. Araneo
4. Partner with high schools in preparing students for college.
   Action plans:
   - Establish pre-college programs to improve the transition to college. Canniff
   - Update student origin study. Attinasi, Rowe
   - Arrange for a dialogue with high school faculty. Rowe, Associate Deans
5. Enhance opportunities for internship credit from job experiences.
   Action plans:
   • Establish additional programs for students to obtain academic credit for engaging in public service activities.  
     Canniff, Kirschner, Gatta

6. Develop a community presence with satellite centers in downtown areas.
   Action plans:
   • Identify suitable locations and work with local, state and federal officials to attempt to secure funding for the development of centers in one or more downtown areas.  
     Canniff, Gatta, Braxton, Kirschner, Stein, Kreitzer

7. Work with the business community on addressing workforce needs.
   Action plans:
   • Establish dedicated space on campus for these programs.  
     Gatta, Stein
   • Strengthen career program advisory boards.  
     Canniff, Alford
   • Identify key corporate leaders.  
     Gatta
   • Assess corporate training needs.  
     Gatta

8. Partner with colleges on teacher preparation and with schools on preparation of teachers.
   Action plans:
   • Expand MSOL course offerings in the late afternoon to accommodate elementary and secondary teachers in Suffolk County who want to obtain additional teaching certification(s). Develop a brochure/pamphlet to be sent at least annually to each teacher in Suffolk County.  
     Canniff

9. Offer programs to meet identifiable needs in the community.
   Action plans:
   • Offer programs in parenting.  
     Leonhardt
   • Offer programs in nutrition and health maintenance for children and seniors.  
     Leonhardt
   • Develop a comprehensive traffic-safety and injury-prevention program.  
     Braxton, Williams
   • Offer a program to assist brain injured persons in transition.  
     P. Britton
   • Increase space for programs to immigrant populations.  
     Canniff
   • Offer programs in wellness.  
     Leonhardt

10. Establish accessible programs to meet the lifelong learning needs of seniors.
    Action plans:
    • Develop a plan consisting of non-credit courses and cultural activities.  
     Leonhardt

11. Educate, cultivate and celebrate diversity.
    Action plans:
• Conduct programs on tolerance and diversity using the *Holocaust Collection* for school teachers, students, and the general public. **Schrier**
• Provide workshops for employees on multicultural issues. **Rohl, Banks**
• Assess the diversity content of courses. **Canniff, Alford**

12. **Support programming designed to enable the re-entry of special populations.**

*Action plans:*
• Design programs to meet the needs of varied special populations, including veterans. **Leonhardt**
Priority III: ASSESS AND MODIFY EXISTING CURRICULA AND POLICIES TO ACHIEVE GOALS AND MEET SCCC STANDARDS OF ACCOUNTABILITY, EFFECTIVENESS, AND EFFICIENCY.

Objectives:
1. Establish uniformity among the offerings on each campus.
   Action plans:
   - Complete the revision of course objectives. Canniff, Jacobs.
   - Establish exit measures for developmental courses. Canniff, Attinasi, Frost, Kirschner 05-06 action plan.

2. Deliver quality education while efficiently using resources.
   Action plans:
   - Evaluate the effectiveness of blended (distance education combined with face-to-face instruction) programs. Alford, Attinasi.
   - Further develop the distance education program within the bounds of academic appropriateness. Canniff, Alford.
   - Evaluate class size minimums and maximums to determine the optimal configuration for learning within budget constraints. Canniff, Attinasi, Alford 05-06 action plan.
   - Coordinate the offerings of courses among the campuses. Campbell, Campus Deans.
   - Offer a broader array of courses during the summer semester. Campbell, Campus Deans.
   - Study community needs for weekend certificate and degree programs. Canniff, Attinasi, Alford 05-06 action plan.
   - Maintain the classroom utilization rate at an average of 88%. Campus Deans.
   - Review and revise the approach to the teaching of freshman seminar. Canniff, Frost.

3. Promote seamless movement for students to continue their education.
   Action plans:
   - Further develop the unified program approach. Jacobs, Rowe, Jackson.
   - Assure articulation agreements are current. Jacobs, Rowe, Jackson.

4. Address specific identified needs for new and revised programs.
   Action plans:
   - Study the costs and benefits of establishing baccalaureate degree programs in select areas. Canniff, Stein 06-07 action plan.
• Assign a faculty leader to implement the Education Teacher Preparation Program. Jacobs
• Increase and expand programs that promote global awareness and understanding. Jacobs, Alford
• Formally respond to program review recommendations. Campus Deans
• Infuse critical thinking and active learning into all courses. Alford, R. Britton
Priority IV: ENHANCE RECRUITMENT, TRAINING PROGRAMS AND PROFESSIONAL DEVELOPMENT INITIATIVES.

Objectives:
1. Recognize and respect the lives and work of employees.
  Action plans:
  - Establish employee recognition program. **Rohl**
2. Identify faculty and staff development needs and implement new programs.
  Action plans:
  - Survey for technical training needed and develop programs to meet those needs. **Associate Dean**
  - Establish an institute to develop leadership skills for those with demonstrated potential. **Associate Dean**
  - Begin to develop an enhanced orientation and training for new faculty hires, along with a new mentoring program. **Canniff, Rohl**
  - Reinforce a customer-service orientation among staff and provide training on customer-service and dealing with difficult people. **Rohl**
  - Provide technical support for faculty explorations of new teaching-learning paradigms. **Alford**
3. Engage the most talented personnel to work at the College.
  Action plans:
  - Implement a system for soliciting, receiving, distributing, and retaining job applications electronically. **Rohl, Ris**
  - Provide a training program for hiring committees. **Rohl, Alford, Kirschner**
  - Seek candidates for teaching positions with doctoral degrees, when available. **Canniff**
  - Work with County Civil Service to improve the process of identifying and appointing qualified individuals for specialized positions. **Pippins**
  - Acquire an affirmative action software package. **Savona**
  - Diversify the pool of candidates by advertising in appropriate publications. **Savona**
4. Provide for adequate faculty and staff levels to deliver quality academic and student services programs.
  Action plans:
  - Increase the ratio of full-time to adjunct faculty to comply with Board-established goals. **Canniff, Pippins**
  - Provide for appropriate staffing in the custodial, maintenance, clerical and security areas. **Cooper, Williams, Braxton, Pippins**
  - Within budget constraints provide adequate support for the use of technology. **Ris, Canniff**
  - Begin the process to establish a leadership position for developmental programs. **Canniff**
Priority V: CARE FOR FACILITIES AND RESOURCES AND DEVELOP SUFFICIENT, APPROPRIATE SPACE TO MEET THE NEEDS OF A GROWING STUDENT BODY FOR QUALITY PLACES IN WHICH TO LEARN.

Objectives:

1. Maintain and improve facilities and grounds.

Action plans:

- Implement and assess a computerized maintenance management system that includes reasonable replacement schedules for critical infrastructure. Cooper
- Survey staffing needs and review the organizational structure. Cooper
- Study and implement automated systems to enhance safety, security, and energy conservation. Cooper, Williams
- Update laboratories to meet technical trends in the workforce. Cooper
- Provide improved handicapped parking. Cooper
- Plan for improved signage, directional maps, and landscaping. Cooper
- Develop procedures for reviewing technology requirements for facilities. Cooper, Ris
- Develop and propose a replacement schedule for furnishings in student spaces. Braxton
- Update the college's LAN infrastructure to extend to departments and labs the benefits achieved as a result of the recent WAN equipment upgrade. Johnston
- Acquire new furniture for the library to foster and improve a rewarding learning and teaching environment. McCoy

2. Pursue funding to meet the facility requirements as outlined in the Master Plan Update.

Action plan:

- Develop public and private partnerships to enhance available facilities. Araneo, Gatta
Priority VI: INTEGRATE ELECTRONIC TOOLS INTO THE FABRIC OF THE COLLEGE TO ENHANCE STUDENT LEARNING AND IMPROVE EFFICIENCY AND EFFECTIVENESS.

Objectives:

1. Implement the goals and objectives of the Strategic Technology Plan.

Action plans:
- Prepare a plan for migrating to a new platform that can better serve the needs for student administration and business systems. Ris
- Allow students to check financial aid status on-line. Ris, Kirschner
- Maximize the capabilities of the student portal to enhance communication among students and establish a greater sense of community. Ris, Kirschner
- Create a system that allows for online registration by new and restricted students. Ris, Kirschner
- Use the student portal to communicate with students and reinforce and/or replace mailings currently scheduled in the Enrollment Management Calendar. Kirschner
- Implement the modifications to the unified library webpage to provide organization of and access to library resources (including online databases, print material, and research aids) and services (including automated Interlibrary Loan system, computerized microfilm readers and the new Library Management System: Aleph…) McCoy, Ris
- Increase teaching and training through additional Library research classes and additional workshops dealing with plagiarism, copyright issues and the use of the library’s electronic resources to enhance the infusion of technology and information literacy. McCoy
- Extend online reference services to students and staff working from home. Ris, McCoy
- Establish and implement a program of training in using wireless network technology in the libraries. McCoy, Leonhardt, Alford, Ris

2. Evaluate progress achieved in current plan and develop a revised strategic technology plan.

Action plans:
- Incorporate by reference the actions authorized within the revised Strategic Technology Plan. Ris
Priority VII: DESIGN PLANS AND DEVELOP THE NECESSARY RESOURCES TO ACHIEVE COLLEGE GOALS AND OBJECTIVES.

Objectives:

1. **Develop and implement a comprehensive resource development plan.**
   
   *Action plans:*
   
   - Launch the annual fund campaign. Araneo
   - Host an inaugural celebration. Araneo
   - Initiate targeted direct mail and scheduled communications with our constituencies. Rowe 05-06 action plan
   - Create a case statement that discusses the development needs of the college. Araneo
   - Establish giving opportunities, fund categories, and giving levels. Araneo 05-06 action plan

2. **Further develop alumni relations and alumni programming.**
   
   *Action plans:*
   
   - Establish a communications plan. Araneo
   - Obtain accurate data and contact information on alumni. Araneo
   - Develop an on-line strategy for alumni management. Araneo 05-06 action plan

3. **Partner with state and local businesses to develop college resources.**
   
   Gatta, Araneo

4. **Seek grants and charitable contributions that will further the accomplishment of the strategic plan.**
   
   *Action plans:*
   
   - Develop a donor prospecting and cultivation plan. Araneo 05-06 action plan
   - Establish a donor recognition program. Araneo
   - Develop a donor tracking methodology that would identify potential sources of contribution. Araneo 05-06 action plan

5. **Create a plan for improving the effectiveness of the Foundation Board.**
   
   *Action plans:*
   
   - Examine the structure of the Foundation Board. Araneo
Priority VIII: DEVELOP A COMPREHENSIVE INSTITUTIONAL PLANNING AND GOVERNANCE OPERATIONAL STRUCTURE

Objectives:

1. **Improve internal communication and teamwork.**

   *Action plans:*
   - Evaluate the effectiveness of the existing organizational structure in promoting college-wide planning and coordination and the integration of planning and budgeting. **Braxton, Stein**
   - Provide staff for the planning department. **Braxton, Pippins**
   - Distribute the Strategic Plan to all college departments. **Braxton**
   - Review, revise, and disseminate policies and procedures. **Executive Council, Kreitzer**
   - Include campus personnel in decisions that concern campuses. **Executive Council**
   - Define and establish clear expectations, priorities, and responsibilities. **Pippins**
   - Initiate faculty meetings by disciplines across campuses. **Alford**
   - Establish a work flow that enables various directories to be maintained accurately. **Rohl**

2. **Establish a governance and organizational structure able to respond quickly to the need for change.**

   *Action plans:*
   - Study and consider how the academic structure can enhance interdisciplinary activity. **Canniff, Alford 05-06 action plan**
   - Provide for an annual review of Middle States recommendations to determine action plans that may be necessary. **Canniff, Braxton, & Campus Deans**
   - Attempt to renegotiate the Plan C arrangement to provide for greater local management authority. **BOT, Kreitzer**
   - The Board of Trustees should consider establishing a committee structure. **BOT**
   - Instruct unit personnel on new budget process. **Stein**
   - Establish a budget committee, including broad representation. **Pippins**
   - Establish procedures to assure that all costs associated with action plans, including those of support departments, are considered. **Stein**
   - Prioritize departmental resources to meet the goals and objectives identified within the Strategic Plan and the Strategic Technology Plan. **Executive Council**
3. Establish a mission and vision statement. Braxton

4. Develop assessment plan for all Strategic Plan priorities. Executive Council, Attinasi