

STRATEGIC PLAN FOR 2002-2006

VISION STATEMENT:

Recognized as integral to the Hartford region, Capital Community College will become the premier urban community college in New England. The college will create a vibrant and rich educational experience for students by linking college programs with downtown cultural, educational and artistic venues.

MISSION STATEMENT:

The Mission of Capital Community College is to provide quality affordable education to the diverse residents of metropolitan Hartford. The college does this by:

- offering associate degree and certificate programs, and workforce training to prepare individuals for transfer education, and careers;
- maintaining programs and support services that enable students to develop learning and critical thinking skills, self-confidence, personal growth, and cultural enrichment;
- Fostering an environment committed to learning and teaching, the collegial process, and the respectful and vigorous dialogue which nourishes active participation and service to society.

WHO WE ARE

Capital Community College is a public comprehensive associate degree granting institution and a member of the Connecticut Community-Technical College system. The college, located in downtown Hartford, serves the residents of the City and the surrounding metropolitan region. Capital's student body reflects the diversity of our community. Forty languages are spoken on campus and our student body is made up of four major ethnic groups: African-American, Caucasian, Latino, and Asian-American. 3500 students took credit courses during the fall, 2002 semester and an additional 2000 individuals enrolled in training and enrichment courses.

STRATEGIC GOAL AREAS

I. Provide High Quality Instruction

To offer high quality academic programs leading to transfer, career preparation or job advancement.

II. Assure Student Success

To ensure that students have the institutional support necessary to reach their educational goals.

III. Secure Sufficient Resources

To maintain sufficient resources to achieve the college's mission and to carry out the strategic plan.

IV. Advance the vitality of the metropolitan Hartford

To establish partnerships of mutual benefit to the college and the Hartford region.

V. Achieve Institutional Effectiveness

To monitor the achievement of the college mission and purpose through the collection and analysis of data and the use of these results for further improvement.

OBJECTIVES: FALL 2002 THROUGH FALL 2006

I. Provide High Quality Instruction

To offer high quality academic programs leading to transfer, career preparation or job advancement.

Ia. Improve classroom teaching through instructional innovation.

Measures:

By 2006, increase the semester retention rate from 60% to 65% through the introduction of instructional innovations including: classroom assessment techniques, supplemental instruction, and use of data on student learning styles.

- Increase the number of first-time matriculating students enrolling in a 3 credit College Success Course (fall+spring) based on developmental advising principles to 311.
2004: 218
- Increase the number of student receiving tutoring assistance by 25 percentage points over the 2000 baseline.
2004: Accomplished.
- Include credit-bearing internships in all programs.
2004: All programs except Architectural Engineering Technology have internships
- Increase the number of first-time matriculating student enrollment in learning communities (fall+spring) to 330.
2004: 474 students in learning communities

RESPONSIBILITY: Dean Affleck and Academic Division

Ib. Improve the quality of academic programs by the reorganization of instructional departments and the assignment of full-time faculty and staff to them.

Measures:

- Increase the percentage of full-time faculty from by 2%.

2004: Accomplished.

- Improve academic leadership by establishing adding 2 fulltime administrator positions in the academic departments and adding program coordinators for all programs.
- Establish an administrative structure for developmental education.

RESPONSIBILITY: President, Dean Affleck, and the Academic Division

Ic. Improve the quality of instruction through the continuous assessment of student learning outcomes.

Measures:

- Increase the number of programs that have completed the revised program review process from two to 100%.

2004:

Nursing

Radiology Technology

Paramedic

Medical Assisting

Social Services

BOT

Architectural Engineering Technology

Civil Engineering Technology

Chemical Technology

Early Childhood Education

In Progress:

ESL

CIS

- Graduates taking state/national Licensure/Certificate examinations will maintain or exceed the 80% pass rate.

2004: Nursing, Radiology Technology, Paramedic met goal

- Implement the summative assessment of student learning for all programs.

2004: In Progress

- Complete assessment of general education competencies of students

2004: writing, mathematics, critical thinking completed.
Multicultural awareness in progress

RESPONSIBILITY: Dean Affleck and the Academic Division

Id. Use assessment data to improve instruction and services to students

Measure:

- Increase the percentage of students writing at the "proficient" level from 40% as found in the 2001/2 assessment to 45 % through planned interventions.

2004: In progress

- Establish a) English 101 as a pre-requisite for all courses with significant writing requirements and b) placement into a college level mathematics course as a prerequisite for all courses with significant mathematical content.

2004: In progress

- Increase student satisfaction with instruction from by 5 percentage points from the fall, 2002 baseline.
- Increase the graduation rate of terminal degree programs by 5% through implementation of the program review recommendations.
- Increase the transfer rate of transfer programs by 3% through the implementation of program review recommendations.

RESPONSIBILITY: Dean Affleck and the Academic Division

IE. Carry out the academic program plan by

- Increasing enrollment in the ESL program by 3%,
- Increasing enrollment in the Nursing program by 15%,

2004: Accomplished with establishment of the evening nursing division

- Increasing enrollment in the Liberal Arts Degree: Ethnic Studies Sequence by 5%,
- Increasing enrollment in technical programs by 5% by establishing two new technical degree programs,

2004 : Computer Support Specialist and Communications Media programs approved by BOT

- Increasing enrollment in the criminal justice area by 5% by converting the current option into a Criminal Justice Degree Program,

2004: Degree to go to DHE in February

- Increasing enrollment in the CDA Program by 5%,

- Partnering with the Hartford Stage Company and other area arts groups to offer one course/program,

2004: Accomplished

- Increasing enrollment in the Paramedic Program by 3% by converting it into a statewide program,

2004: Accomplished

- Increasing enrollment by 5% in the Business Degree Program by adding an additional option and

- Increasing DL enrollment by 5 % by offering an on-line general education degree.

2004: General Education Degree to be reviewed by the BOT on Monday

RESPONSIBILITY: Dean Affleck and Academic Division

If. Utilize technology to improve instruction by:

- Increasing the percentage of faculty using WebCT course management software from 0% to 50 % and

2004: 30%

- Offer access to streaming media in all classrooms and on-line.

2004: Being tested on campus

RESPONSIBILITY: Dean Affleck and Academic Division

Ig. Improve the quality of instruction through professional development:

- Establishing an adjunct mentoring program organized by discipline, and

2004: Initial efforts in the Humanities, Science and Mathematics, Social and Behavioral Sciences and through the Center for Teaching.

- Offering one required orientation session per semester for adjuncts that includes a focus on instructional techniques and expectations.

2004: Accomplished.

RESPONSIBILITY: Dean Affleck and the Academic Division

II. Assure Student Success

To ensure that students have the institutional support necessary to reach their educational goals.

IIa. Increase student retention by 3% per year.

Measure: By 9/30/05, increase the number of first time students retained from fall-to-fall from 44 % to 53% through improved and comprehensive student success program integrating student support and instruction.

2004: 51%

RESPONSIBILITY: Deans Affleck and Arrington and Academic and Student Services Divisions

IIb. Increase user of online services including financial aid, admissions, registration

Measure: number of students applying for financial aid online; number registering online

2004: Accomplished

RESPONSIBILITY: Dean Arrington

IIc. Increase admission yield

Measure: By fall 2005, increase the "enrollment yield" of the admissions process from 70% to 78% through improved intake and admissions processes.

2004: In progress with increasing admissions yield.

RESPONSIBILITY: Dean Arrington and Division

IId. Ensure student success through effective academic advising.

Measures:

- Increase to 100% the number of full-time faculty servings as academic advisors.

2004: In progress

- Increase the number of first-time matriculating students with individualized educational plans from 0% in 2000 to 80% in 2005.
- Increase the percentage of full-time faculty trained in techniques for advising under-prepared students by seventy percentage points over the 2000 baseline.

2004: In Progress

RESPONSIBILITY Dean Affleck and Arrington and Divisions

IIe. Expand articulation agreements to facilitate the transfer of our students into baccalaureate degree-granting institutions.

Measures:

- Finalize agreements with University of Connecticut, West Hartford.
2004: Accomplished

- Participate in development of system to system agreements with the Connecticut State University and the University of Connecticut.
2004: Accomplished

RESPONSIBILITY: President Rubenzahl, Deans Affleck and Arrington

IIf. Assess and improve student engagement with the institution.

Measures:

- Administer CSSE to a representative sample,
- Plan and implement interventions indicated by CSSE data.
2004: CCSSE administered.

- Conduct student leadership training.
2004: Accomplished

RESPONSIBILITY: Dean Arrington and Affleck and Divisions

IIfg. Assess and improve student learning in academic support areas.

Measures:

- Assess student learning in the Learning Center, Library, and Counseling Center.
2004: In progress

- Assess career services.
2004: Accomplished.

RESPONSIBILITY: Dean Affleck and Dean Arrington and Divisions

III. Secure Sufficient Resources

To maintain sufficient resources to achieve the college's mission and to carry out the strategic plan.

IIIa. To sustain revenue, increase student credit enrollment.
Credit enrollment will increase by 9% from 2002-2005.

Measure: credit FTE enrollment

2004: Accomplished.

RESPONSIBILITY: President, Dean Affleck, Dean Arrington and Divisions

IIIb. Achieve Board policy for contingency reserves
Reach reserve of \$1.45 Million

Measure: reserves at end of fiscal year

2004: Moving toward compliance.

RESPONSIBILITY: Dean Primus, President

IIIc. Establish continuing education as a profit center by increasing revenue to more than match expenses

FY 03 budget calls for subsidy of \$300,000. Reduce to 0 by 2005

Measure: final fiscal year revenue and expenses for CE

2004: Accomplished.

RESPONSIBILITY: Dean Guzzo

IIIId. Build endowment

Measure: reach endowment of \$750,000 by October 05.

2004: Passed the \$500,000 mark.

RESPONSIBILITY: President, John McNamara

IIIe. Acquire additional space for projected enrollment expansion. Complete plans for Flatbush renovation or obtain funds to purchase additional space downtown

Measure: acquisition of a minimum of 33,000 SF

2004: Funding Obtained. Search in progress

RESPONSIBILITY: Management Team

IIIIf. Optimize enrollment in the space currently available

Measures:

- Establish a "Weekend College" offering hybrid on-site/online programs in CIS, Social Services and Library Technical Assistant areas.

2004: In progress

- Terminate chronically under-enrolled programs.

2004: Accomplished

RESPONSIBILITY: Deans Arrington, Affleck and Primus

IV. Advance the vitality of the metropolitan Hartford region
To establish partnerships of mutual benefit to the college and the Hartford region in the areas of human and social services, cultural life, economic development, and public policy.

IVa. Serve area businesses with workforce training for incumbent and new workers
Increase by five each year the number of businesses served

Measure: no. of companies served per year

2004: Accomplished.

RESPONSIBILITY: Dean Guzzo

IVb. Train individuals for jobs whose pay supports self-sufficiency and that lead to a career path. Train individuals and place 85% in decent paying jobs

Measure: number of individuals trained

2004: Accomplished

RESPONSIBILITY: Dean Guzzo

IVc. Partner with area high schools to enhance public education and increase access to higher education

Measure: Number of high school students served through partnerships

2004: Accomplished

RESPONSIBILITY: Deans Arrington, Affleck and Guzzo

IVd. Collaborate with area colleges and universities on regional public policy initiatives

Measure: Participate in Hartford Consortium for Higher Education's Regional Initiative

2004: Accomplished

Encourage college employees and students to participate in community service

Measure: number of college employees and students who volunteer with area organizations

2004: In progress

RESPONSIBILITY: President

IV E. Establish Capital Magnet School

2004: In Progress

RESPONSIBILITY: President, Dean Affleck, Hartford Public Schools, Steven Perry

V. Achieve Institutional Effectiveness

To monitor the achievement of the college mission and purpose through the collection and analysis of data and the use of these results for further improvement.

Va. Create a strategic financial plan to forecast college resource needs

Measure: The development of a five year financial plan

RESPONSIBILITY: Dean Primus

Vb. Monitor college operations through an annual budgeting process

Measure: Implement annual budget process with monthly reports.

2004: Accomplished

RESPONSIBILITY: Dean Primus

Vc. To improve staff performance, invest in employee professional development.

Create institutional professional development plan; increase professional education and training (Note: this includes adjunct faculty training)

Measure: Priorities for professional development; number of individuals

RESPONSIBILITY: Rubin Fisher

Vd. Broadly publicize strategic plan and monitor goal attainment.

Distribute to various constituencies.

2005: Last reviewed at convocation, spring 2005

RESPONSIBILITY: President Rubenzahl and Deans

Ve. Create and implement a college marketing plan (This plan will emphasize direct marketing, distributing program pamphlets, increased use of online information for prospective students.)

Measure: Implementation of new plan

RESPONSIBILITY: President

Vf. Complete NEASC pilot project on learning outcomes assessments; publicize results to college community and other colleges

Measure: completion of project; number of presentations

2004: Accomplished

RESPONSIBILITY: Dean Affleck and Kurt Simonds

Vg. Assess effectiveness and efficiency of support services including IT Services, Media Services, Human Resources, Business Office, Purchasing Department, Mail Room, Institutional Research, Public Relations, Maintenance, and Public Safety and improve as indicated by the assessment.

Measure:

By 5/30/04,

- Assess internal and external customer satisfaction with the above referenced services.
- Implement changes as indicated.

RESPONSIBILITY: Institutional Research, with cooperation of President, Deans Primus, Affleck, Arrington and Rubin Fisher

Vh. Improve the working environment.

Activity: Assess effectiveness of college communication. Implement changes to improve communication

RESPONSIBILITY: President and Rubin Fisher

Vi. Revise and implement technology plan

Measure: Completion of plan and installation of equipment

RESPONSIBILITY: Dean Primus, IRMC

Revised 4/8/03