

Capital Community College

Strategic Plan for Year 2002-2006

Updated with Accomplishments Through June, 2005

9/26/05

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.

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.

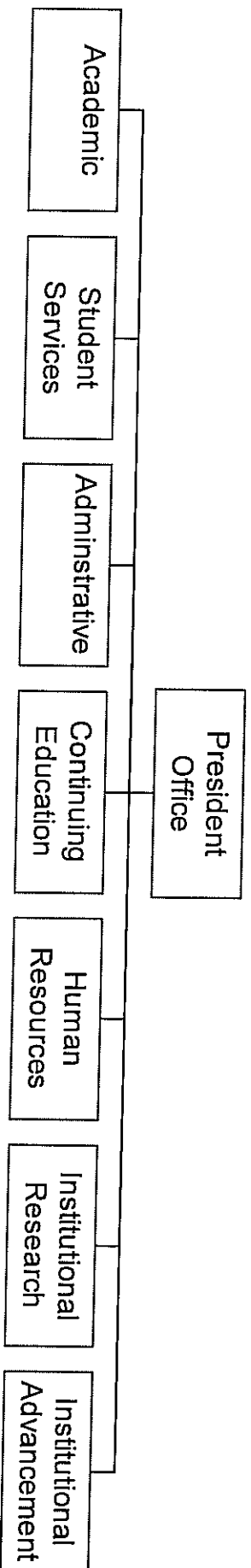
IV. Advance the vitality of the metropolitan Hartford

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.

Capital Community College Organization Chart



Goals and Objectives
2002-2006

	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
College Goal: I. Provide High Quality Instruction <i>To offer high quality academic programs leading to transfer, career preparation or job advancement.</i>				
Objective: Ia. Improve classroom teaching through instructional innovation.	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	Dean Affleck & Academic Division		Accomplished: Student retention fall 04 –spring 05: all students: 69%. Student retention fall 04 - spring 05: IDS & LC students: 74%.
	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.	Dean Affleck & Academic Division		2005: 235 Students
	Increase the number of student receiving tutoring assistance by 25 percentage points over the 2000 baseline.	Dean Affleck & Academic Division		Accomplished
	Include credit-bearing internships in all programs.	Dean Affleck & Academic Division		2005: All programs except Architectural Engineering Technology have Internships.
	Increase the number of first-time matriculating student enrollment in learning communities (fall+spring) to 330.	Dean Affleck & Academic Division		Accomplished 2004: 474 students in learning communities

Objective:	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
<p>Ib. Improve the quality of academic programs by the reorganization of instructional departments and the assignment of full-time faculty and staff to them.</p>	<p>Increase the percentage of full-time faculty from by 2%.</p>	<p>Dean Affleck & Academic Division</p>	<p>President</p>	<p>2004: Accomplished.</p>
	<p>Improve academic leadership by establishing adding 2 fulltime administrator positions in the academic departments and adding program coordinators for all programs.</p>	<p>Dean Affleck & Academic Division</p>	<p>President</p>	<p>We are currently searching for one Division Director.</p>
<p>Ic. Improve the quality of instruction through the continuous assessment of student learning outcomes.</p>	<p>Establish an administrative structure for developmental education.</p>	<p>Dean Affleck & Academic Division</p>	<p>President</p>	<p>The Division Director noted above will be responsible for developmental education.</p>
	<p>Increase the number of programs that have completed the revised program review process from two to 100%.</p>	<p>Dean Affleck & Academic Division</p>		<p><u>2006:</u> Nursing, Radiology Technology Paramedic, Medical Assisting, Social Services, BOT, Architectural Engineering Technology, Civil Engineering Technology, Chemical Technology, Early Childhood Education, ESL, Management and CIS completed. In progress: Accounting</p>
	<p>Graduates taking state/national Licensure/Certificate examinations will maintain or exceed the 80% pass rate.</p>	<p>Dean Affleck & Academic Division</p>		<p>2004: Nursing, Radiology Technology, Paramedic met goal.</p>
	<p>Implement the summative assessment of student learning for all programs</p>	<p>Dean Affleck & Academic Division</p>		<p>2005: Nursing, Radiology, ESL, Medical Asst., Paramedic, Social Services, completed. Other programs: In progress.</p>
	<p>Complete assessment of general education competencies of students</p>	<p>Dean Affleck & Academic Division</p>		<p>2005: Completed.</p>

Objective:	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
<p>Id. Use assessment data to improve instruction and services to students</p>	<p>Increase the percentage of students writing at the "proficient" level from 40% as found in the 2001/2 assessment to 45 % through planned interventions.</p>	<p>Dean Affleck</p>		<p>2005: In progress. "Writing across the curriculum" and a re-designed liberal arts program have been established to improve writing.</p>
	<p>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.</p>	<p>Dean Affleck</p>		<p>2005: Objective was modified and is in progress. The modified objective requires English 101 as a pre-requisite or the highest developmental English course as a co-requisite for courses with significant writing content. The highest level development English course was made a co-requisite for most social science courses and mathematics pre-requisites have been put in place for several science courses.</p>
	<p>Increase student satisfaction with instruction from by 5 percentage points from the fall, 2002 baseline.</p>	<p>Dean Affleck</p>		<p>2005. This objective was modified by replacing the course evaluations with CCSSSE as the measure of satisfaction. Work in now in progress.</p>
<p>Increase the graduation rate of terminal degree programs by 5% through implementation of the program review recommendations.</p>	<p>Dean Affleck</p>		<p>In progress. Will be computed in 2006. Medical Assisting has already reported a 300% increase in the graduation rate.</p>	
<p>Increase the transfer rate of transfer programs by 3% through the implementation of program review recommendations</p>	<p>Dean Affleck</p>		<p>In progress. Will compute in 2006. The major transfer programs were significantly modified in 2005.</p>	

Objective:	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
<p>1e. Carry out the academic program plan by</p>	<p>Increase enrollment in the ESL program by 3%</p>	<p>Dean Affleck / Academic Division</p>		<p>In progress. A joint summer program with the Continuing Education Division is being developed to meet this objective.</p>
	<p>Increase enrollment in the Liberal Arts Degree: Ethnic Studies Sequence by 5%,</p>	<p>Dean Affleck / Academic Division</p>		<p>In progress.</p>
	<p>Increase enrollment in technical programs by 5% by establishing two new technical degree programs,</p>	<p>Dean Affleck / Academic Division</p>		<p>Accomplished</p>
	<p>Increase enrollment in the criminal justice area by 5% by converting the current option into a Criminal Justice Degree Program</p>	<p>Dean Affleck / Academic Division</p>		<p>Accomplished</p>
	<p>Increase enrollment in the CDA Program by 5%.</p>	<p>Dean Affleck / Academic Division</p>		<p>In progress.</p>
	<p>Partnering with the Hartford Stage Company and other area arts groups to offer one course/program.</p>	<p>Dean Affleck / Academic Division</p>		<p>Accomplished</p>
	<p>Increase enrollment in the Paramedic Program by 3% by converting it into a statewide program</p>	<p>Dean Affleck / Academic Division</p>		<p>Accomplished</p>
	<p>Increase enrollment by 5% in the Business Degree Program by adding an additional option</p>	<p>Dean Affleck / Academic Division</p>		<p>Option sent to BOT for approval.</p>

	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
Objective:	If. Utilize technology to improve instruction by	Dean Aftleck/ Academic Division		<p>Accomplished.</p> <p>During the Fall 2004 semester, 86 individual faculty members actively used WebCT for some or all of their course activities. These 86 faculty members equaled 51% of an approximate total of 170 full and part-time faculty that semester. These 86 faculty members used WebCT in 132 course sections (32% of all course sections). Total "duplicated headcount" enrollment in these sections was 3,570 (37% of the total duplicated headcount). Students accessed the WebCT course materials nearly 272,000 times (represented as web "hits"). "Web hit" data was provided by the Connecticut Distance Learning Consortium, which hosts the WebCT server for the Connecticut Community Colleges. The System Distance Learning Council (co-chaired by Steven Minkler) established statistical benchmarks to identify active WebCT use at the Colleges, which led to the data provided above.</p>

		Measures	Coordinating Responsibility	Collaborating Responsibility	Status
Objective:	If. Utilize technology to improve instruction by	Offer access to streaming media in all classrooms and on-line.	Dean Affleck/ Academic Division		The IT and AMT departments are working with the System Data Center to release the use of the streaming media system outside the College firewall and to off-campus users in time for the Fall 2005 semester.
Objective:	Ig. Improve the quality of instruction through professional development:	Establishing an adjunct mentoring program organized by discipline	Dean Affleck/ Academic Division		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.	Dean Affleck/ Academic Division		Accomplished.

	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
<p>College Goal II Assure Student Success To ensure that students have the institutional support necessary to reach their educational goals.</p>				
<p>Objective:</p> <p>Iia. Increase student retention by 3% per year.</p>	<p>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.</p>	<p>Deans Affleck & Arrington</p>		<p>2004: 51%</p>
<p>Objective:</p> <p>Iib. Increase users of online services including financial aid, admissions, registration</p>	<p>number of students applying for financial aid online; number registering online</p>	<p>Dean Arrington & Division</p>		<p>Accomplished</p>
<p>Objective:</p> <p>Iic. Increase admission yield</p>	<p>By fall 2005, increase the "enrollment yield" of the admissions process from 70% to 78% through improved intake and admissions processes.</p>	<p>Dean Arrington & Division</p>		<p>Accomplished</p>

		Measures	Coordinating Responsibility	Collaborating Responsibility	Status
Objective:	II.d. Ensure student success through effective academic advising	Increase to 100% the number of full-time faculty servings as academic advisors Increase the number of first-time matriculating students with individualized educational plans from 0% in 200 to 311 Increase the percentage of full-time faculty trained in techniques for advising under-prepared students by seventy percentage points over the 2000 baseline.	Dean Affleck/ Academic Division Dean Affleck/ Academic Division		In Progress 2005: 235 In Progress
Objective:	II.e. Expand articulation agreements to facilitate the transfer of our students into baccalaureate degree-granting institutions.	Finalize agreements with University of Connecticut, West Hartford Participate in development of system to system agreements with the Connecticut State University and the University of Connecticut.	President, Dean Affleck, Dean Arrington		Accomplished Accomplished
Objective:	II.f. Assess and improve student engagement with the institution.	Administer CCSSSE to a representative sample, plan and implement interventions indicated by CCSSSE data Conduct student leadership training	Deans Affleck & Arrington Deans Affleck & Arrington		2004/6: CCSSSE administered. Based on data, Achieving the Dream strategies were formulated. 2005 Accomplished and ongoing
Objective:	II.g. Assess and improve student learning in academic support areas.	Assess student learning in the Learning Center, Library, and Counseling Center Assess use student surveys that they completed at the point of service	Deans Affleck & Arrington Deans Arrington		Accomplished in the library. In progress elsewhere. Accomplished.

	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
College Goal III. Secure Sufficient Resources <i>To maintain sufficient resources to achieve the college's mission and to carry out the strategic plan.</i>				
Objective: IIIa. To sustain revenue, increase student credit enrollment.	Credit FTE enrollment will increase by 9% from 2002-2005.	President, Dean Affleck, Dean Arrington		Accomplished Credit FTE enrollment increase 19% from spring 2002 to spring 2005
Objective: IIIb. Establish and maintain a financial position that meets both short and long-term liabilities inclusive of yearly planning initiatives.	The Board of Trustees for Community Technical Colleges unrestricted net asset policy. This policy requires an unrestricted net asset balance to be maintained at zero except to restore the required current ratio, cover outstanding encumbrances and authorized reserves for future use.	Dean Primus	President	Fiscal year 2004 unrestricted net assets are \$ - 983k, this amount is 36% better than fiscal year 2003.
Objective: IIIc. Establish Continuing Education as a self-supporting center.	Generate revenue to match expenses including \$300,000.00 in general fund salaries.	Dean Guzzo		Achieved / Exceeded each year
Objective: IIId. Build endowment	Reach endowment of \$750,000 by October 05.	J. McNamara	President	2004: Passed the \$500,000 mark.
Objective: IIIe. Acquire additional space for projected enrollment expansion. Complete plans for Flatbush renovation or obtain funds to purchase additional space downtown		Dean Primus	Management Team	The College was awarded in calendar year 2004 Six million dollars to purchase additional space. February 2005, negotiations have begun to acquire 40,000 square feet.

	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
Objective: IIIf. Optimize enrollment in the space currently available	Establish a "Weekend College" offering hybrid on-site/online programs in CIS, Social Services and Library Technical Assistant. Terminate chronically under-enrolled programs.	Deans Arrington, Affleck and Primus Dean Affleck		Accomplished. Accomplished
College Goal IV. Advance the vitality of the metropolitan Hartford region <i>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.</i>				
	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
Objective: IVa. Serve area businesses with workforce training for incumbent and new workers	Increase by five each year the number of businesses served.	Dean Guzzo		Accomplished / exceeded each year.
Objective: IVb. Partner with area high schools to enhance public education and increase access to higher education	Number of high school students served through partnerships	Deans Arrington, Affleck and Guzzo		Accomplished.

	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
Objective: IVc. Collaborate with area colleges and universities on regional public policy initiatives.	Participate in Hartford Consortium for Higher Education's Regional Initiative Encourage college employees and students to participate in community service.	President President		Accomplished. The College is a partner in nine local initiatives with the Hartford Public Schools to ensure student success In Progress

	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
College Goal 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.				
Objective: Va. Create a strategic financial plan to forecast college resources needs.	The development of a five-year financial plan.	Dean Primus		In Progress
Objective: Vb. Monitor college operations through an annual budgeting process	Implement annual budget process with monthly reports.	Dean Primus		Accomplished

	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
Objective: 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)	Priorities for professional development; number of individuals	Rubin Fisher	Management Team	During this period there were eighty (80) participants (Faculty and Community College Professionals) approved for professional development activities. Nine (9) employees were approved and received set-aside resources for technical training and retraining as part of professional development
Objective: Vd. Broadly publicize strategic plan and monitor goal attainment. Distribute to various constituencies		President and Deans		Accomplished.
Objective: 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.)	Implementation of new plan	President		In Progress, Need re-build the Marketing Plan Team

	Measures	Coordinating Responsibility	Collaborating Responsibility	Status
<p>Objective: Vf. Complete NEASC pilot project on learning outcomes assessments; publicize results to college community and other colleges</p>	<p>Completion of project; number of presentations</p>	<p>Dean Affleck</p>		<p>Accomplished Published on Web-site</p>
<p>Objective: 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.</p>	<p>By 5/30/04, <ul style="list-style-type: none"> • Assess internal and external customer satisfaction with the above referenced services. • Implement changes as indicated. </p>	<p>Institutional Research Office, with cooperation of President, Deans Primus, Affleck, Arington and Rubin Fisher</p>		<p>Due to staff changes, part one of this objective was not accomplished: Media Services did complete an assessment and reported high levels of satisfaction. Details available in the Media Services Offices.</p>
<p>Objective: Vh. Improve the working environment</p>	<p>Activity: Assess effectiveness of college communication. Implement changes to improve communication</p>	<p>President and Rubin Fisher</p>		<p>Due to staff changes, a comprehensive plan to meet this objective was not implemented. There were, however, task accomplishments that contributed to meeting this overall objective</p>
<p>Objective: Vi. Revise and implement technology plan.</p>	<p>Completion of plan and installation of equipment.</p>	<p>Dean Primus, IRMC</p>		<p>The effort to implement IT structure and equipment into our new location was underestimated. A plan will be developed for Fall 2006</p>