CAPITAL
COMMUNITY COLLEGE

2019 – 2022 STRATEGIC PLAN

MISSION

The Mission of Capital Community College is to provide access to higher education to the diverse residents of the Greater Hartford region. The College, an integral part of Hartford's cultural and economic district, does this by:

- Preparing individuals for transfer education and careers through associate and certificate programs in academic and technical disciplines and workforce training;
- Maintaining programs and support services that enable students to develop academic and professional skills that equip them for ongoing challenges and opportunities;
- Fostering a student-centered environment committed to learning and teaching, the collegial process, cultural enrichments, and the respectful and vigorous dialogue which nourishes active participation and service to the community.

VISION STATEMENT

Instilling life-changing knowledge in a community of learners from multicultural backgrounds in a vital urban setting where business, culture, and government converge.

CORE VALUES

- Teaching Excellence

- Student Support

- Access

- Multiculturalism

- Community/Cultural Engagement Capital

- Partnership for Workforce Development

2019 – 2022 STRATEGIC PLAN

Goal 1
Promote Student Success

At Capital, student success means academic success, retention and graduation. Capital strives to promote academic excellence for all students by creating a learner-centered educational environment that values diversity and inclusiveness, cultivates scholarship, affirms students' prior knowledge and experience, eliminates barriers to academic achievement, and encourages student engagement in personally meaningful and transformational scholarly pursuits.

Goal 2
Engage the Community

The city is our campus! Capital is invested in developing and supporting innovative and dynamic learning opportunities that connect learners to the vital industries and organizations in the city and beyond. Through the strengthening and creation of partnerships in the Greater Hartford region, Capital will solidify its place as an integral component to the immediate and long-term success and vitality of the city of Harford.

Goal 3
Increase Institutional Effectiveness

Capital is committed to the principles of continuous improvement and accountability. To meet current and future demands of our community, the entire campus will be cognizant of strategic initiatives and engaged in strategic efforts. This includes meaningfully and accurately analyzing systems and processes, ensuring systems and processes are in accord with strategic goals and objectives, and applying data-driven decision making to improve systems, processes, and practices.

Objectives & Key Strategies

GOAL 1: Promote Student Success

Increase First-Year Student Success

- Implement Guided Pathways principles to enhance the student onboarding process
- Support all students to identify career goals and select appropriate educational pathways
- Enhance the student experience in developmental and gateway courses

Increase Student Engagement in High Impact Practices that Promote Student Success and Retention

- Enhance teaching and learning through curricular innovation, experiential learning and effective teaching strategies across the college curriculum
- Implement campus-wide use of academic advising technology
- Increase student utilization of academic support services
- Increase opportunities for robust student, faculty and staff engagement

Increase the Graduation Rate

- Deepen program-specific advising for students in all degree programs
- Strengthen academic programs through programmatic review and assessment
- Develop a comprehensive retention program to proactively address at-risk students

Cultivate Student Transfer and Career Readiness

- Develop and provide program-specific roadmaps for transfer, graduation and employment opportunities
- Leverage the College Career Center to promote student internships and job placement opportunities for students across the college

Goal 2: Engage the Community

Increase Student Enrollment

- Develop and implement a strategic enrollment management plan
- Collaborate with K-12 partners to strengthen and expand student participation in college-readiness programs
- Increase full-time student enrollment
- Increase student enrollment in non-credit professional courses

Expand and Support Career & Transfer Pipelines

- Leverage educational and workforce partnerships to build and facilitate sustainable career pathways that address current and emerging workforce needs
- Enhance partnerships with area colleges and universities to develop collaborative opportunities and transfer pathways
- Expand non-credit to credit articulation opportunities
- Develop and implement career readiness opportunities for students throughout their college experience

Enhance the College's Presence and Influence in the Greater Hartford Region

- Develop and implement a robust marketing and communication campaign to increase the College's visibility and effectively engage with the public
- Strengthen public policy stakeholders' engagement with the College
- Collaborate with community partners to expand faculty, staff, and student involvement in service learning or community service opportunities
- Increase the college's presence in the community through innovative partnerships or place-based educational opportunities

Goal 3: Increase Institutional Effectiveness

Promote Effective Internal and External Communication

- Develop and implement effective communication systems to promote increased student success and institutional effectiveness
- Maintain a relevant and current online presence
- Provide opportunities for faculty, staff and student engagement in campus conversations

Increase Revenue from External Sources

- Acquire grant funding to support college initiatives, enhance teaching and learning innovation, and promote student access and success
- Support Foundation efforts to engage public, private and philanthropic organizations in support of the College

Engage All Faculty and Staff in Continuous Improvement Efforts

- Increase faculty and staff participation in professional development activities
- Increase the utilization of assessment data and evaluation feedback to improve teaching and learning strategies
- Ensure that faculty and staff implement new data storage and data security protocols

Promote a Culture of Equity and Inclusiveness

- Provide holistic supports to students that address academic and non-academic barriers to postsecondary persistence and success
- Increase adjunct faculty involvement in campus activities and initiatives

Goal 1: Promote Student Success

Objective 1: Increase First-Year Student Success

- Implement Guided Pathways principles to enhance the student onboarding process
  - Implement new student registration sessions, integrating front-line Student Services departments and academic advisors, to provide advising and course selection support
  - Increase participation in new-student-orientation sessions (including faculty, recent graduates and other alumni)
  - Develop and implement a common first-year experience for all new students that guides students to identify career goals and select appropriate educational pathways
- Support all students to identify career goals and select appropriate educational pathways
  - Provide all students access to career inventory surveys within their first 12 credits
- Enhance the student experience in developmental and gateway courses
  - Engage faculty in curriculum development activity centered on facilitating increased student engagement with course material
  - Leverage the Academic Success Center (ASC) to ensure that students receive timely academic support in English and mathematics

Objective 2: Increase Student Engagement in High Impact Practices that Promote Student Success and Retention

- Enhance teaching and learning through curricular innovation, experiential learning and effective teaching strategies across the college curriculum
  - Facilitate place-based learning, active learning strategies, learning communities, collaborative learning strategies, and increased co-curricular activities
  - Increase faculty use of relevant learning technologies in the classroom
- Implement campus-wide use of academic advising technology
  - Train all faculty and academic advisors to use advising technology to facilitate advising activity, document advising activity, and share data with the Advising Office
- Increase student utilization of academic support services
  - Encourage targeted groups of students to utilize the Academic Success Center (ASC)
  - Utilize data to develop support strategies for targeted student groups
- Increase opportunities for robust student, faculty and staff engagement

Objective 3: Increase the Graduation Rate

- Deepen program-specific advising for students in all degree programs
  - Provide easily accessible, program-specific academic advising to students in all programs
- Strengthen academic programs through programmatic review and assessment
  - Collect data on employment opportunities, graduation and use programmatic review and assessment data
- Develop a comprehensive retention program to proactively address at-risk students
  - Instituting a college wide plan for scheduling classes to meet student needs

       o   Enhance scholarships, child-care options and job placements near campus

Objective 4: Cultivate Student Transfer and Career Readiness

- Develop and provide program-specific roadmaps for transfer, graduation and employment opportunities
  - Develop, maintain and improve marketing of the College's Transfer & Articulation Policy (TAP) and other transfer pathways
- Leverage the College Career Center to promote student internships and job placement opportunities for students across the college
  - Integrate program internships, externships, clinicals, practicums, capstone experiences and related activity into the new Career Services Center

Goal 1 – Performance Indicators

Student Success Key Performance Indicators
- KPI 02: Percentage of students who have earned 24 or more college-level credits after year one (fall, winter, spring, summer)
- KPI 04: Percentage of students who have passed (C or better) college-level math in year one (fall, winter, spring, summer)
- KPI 05: Percentage of students who have passed (C or better) college-level English in year one (fall, winter, spring, summer)
- KPI 06: Percentage of students who have passed (C or better) both college-level math and college-level English in year one (fall, winter, spring, summer)
- KPI 11: Percentage of students who have earned 12 or more college-level credits in first term (fall)
- KPI 12: Percentage of students who persisted from term one to term two (fall to spring)
- KPI 13: Average rate of college-level course passing (C or above) in students' first academic year (fall, winter, spring, summer)
- KPI 15: Percentage of students who have attempted 12 or more credits, including developmental, in the first term (fall)
- KPI 18: Average number of credits attempted in the first term (fall)
- KPI 19: Average number of credits earned in the first term (fall)
- KPI 20: Average number of credits attempted in the first year (fall, winter, spring, summer)
- KPI 21: Average number of credits earned in the first year (fall, winter, spring, summer)

Student enrollment in college-readiness programs, Percentage of students advised each semester, Percentage of new students who attend New Student Registration sessions (NSRs) and New Student Orientation sessions (NSOs), Fall-to-fall retention rates, CCSSE/SENSE measures of student engagement (student effort, academic challenge), Graduation rate, Program completion rates, Transfer rate, Number and percentage of students enrolled in transfer programs.

Goal 2: Engage the Community

Objective 1: Increase Student Enrollment

- Develop and implement a strategic enrollment management plan

- o Engage Strategic Enrollment Management Committee with all components of recruitment, enrollment, and retention
- o Develop targeted marketing materials and initiatives for prospective students and applicants to promote the college and resources as "Destination Capital"
- o Coordinate and improve outreach and communication to educational, business, and community partners
- o Enhance New Student Registration (NSR) and New Student Orientation (NSO) to meet the needs of incoming students and address barriers to sustaining enrollment
- Collaborate with K-12 partners to strengthen and expand student participation in college-readiness programs
  - o Expand on programs and initiatives such as Summer Bridge, pre-college coursework, dual credit and College Career Pathways (CCP) to increase high school student engagement with CCC
  - o Leverage pre-college coursework opportunities for high school students to facilitate pathways and reduce time-to-degree completion
  - o Establish and enhance relationships with local high schools to showcase college programs, resources, and to provide financial aid information
- Increase full-time student enrollment
  - o Establish student-oriented support structures, such as cohort models and learning communities, to increase the percentage of students who attempt 24 credits per year
  - o Utilize advising structures to identify students who have the potential to take more credits per semester
- Increase enrollment in non-credit professional courses
  - o Leverage funding opportunities such as Supplemental Nutrition Assistance Program (SNAP), Workforce Innovation and Opportunity Act (WIOA) and the Jobs First Employment Services program (JFES) to provide career training for certificate-seeking students
  - o Develop and expand community partnerships to create stronger recruitment pipelines, to co-locate professional certificate programs, and to increase contract course opportunities

Objective 2: Expand and Support Career & Transfer Pipelines

- Leverage educational and workforce partnerships to build and facilitate sustainable career pathways that address current and emerging workforce needs
  - o Establish and expand program advisory boards to provide business and community input in curricula, and programs offered
  - o Increase student participation in Capital's Career Advancement Program (CCAP), apprenticeships, and. experiential learning opportunities
- Enhance partnerships with area colleges and universities to develop collaborative opportunities and transfer pathways
  - o Strengthen partnerships with area colleges and universities by leveraging existing articulation agreements and establishing new programs
- Expand non-credit to credit pipelines
  - o Assess non-credit professional certificate programs for credit
  - o Provide advising and resources for students who successfully complete professional certificate programs to strengthen pathways into degree programs

- Develop and implement career readiness opportunities for students throughout their college experience
  - o Integrate career-related outcomes and job preparation in curricula to prepare students for the workforce at multiple points in their degree or certificate
  - o Enhance the career services center to assist students, graduates, and alumni with career exploration and preparedness, and to assist with aligning their degree or certificate with in-demand careers
  - o Develop stronger talent pipelines with businesses to create more employment opportunities for students and graduates
  - o Develop a robust employment tracking system for students and graduates to better evaluate career-related outcomes

Objective 3: Enhance the College's Presence and Influence in the Greater Hartford Region

- Develop and implement a robust marketing and communication campaign to increase the College's visibility and effectively engage with the public
  - o Expand and maintain an external affiliations list to provide robust and cohesive outreach
  - o Develop and evaluate marketing campaigns, using a variety of media, to promote the College's programs, mission, and to raise visibility
- Strengthen public policy stakeholders' engagement with the College
  - o Schedule annual forums for public policy stakeholders
  - o Engage faculty, staff, and students in direct work with public policy stakeholders
- Collaborate with community partners to expand faculty, staff, and student involvement in service learning or community service opportunities
  - o Create and expand community partnerships to provide enhanced learning for students and to strengthen students' connection to the Hartford community and Capital
  - o Mobilize staff and faculty to be involved with community organizations to enrich and enhance Capital's presence in the community
- Increase the college's presence in the community through innovative partnerships or place-based educational opportunities
  - o Support programs such as Hartford Heritage Program to provide enhanced learning for students and to increase Capital's presence in the Hartford community
  - o Assess locations for programs outside of main campus to expand accessibility to college programs and resources

Goal 2 – Performance Indicators

Total number of students (headcount), Total number of full-time equivalent (FTE) students, Total number of students in non-credit professional courses

Student enrollment by type (high school graduates, high school non completers and GED recipients, working age adults), Number and type of partnerships with businesses, community organizations, colleges and universities; Employer satisfaction surveys

Student participation in apprenticeships, internships, externships, etc.

Goal 3: Increase Institutional Effectiveness

Objective 1: Promote Effective Internal and External Communication

- Develop and implement effective communication systems to promote increased student success and institutional effectiveness
  - Update annually student and faculty handbooks that clarify college policies and expectations and post in an easily-accessible location on the college website
  - Print several bound copies of the student handbook and provide them to the Library, Academic Success Center (ASC), 2nd floor offices and other high-traffic student areas
  - Maintain active program advisory boards in all disciplines that meet at least once a year
  - Develop consistent messaging and promotional materials for communicating with external stakeholders
- Maintain a relevant and current online presence
  - Maintain a vibrant, updated web page
  - Encourage faculty and staff contributions to social media
- Provide opportunities for faculty, staff and student engagement in campus conversations
  - Hold annual focus groups and semi-annual forums on important teaching, learning and community engagement issues

Objective 2: Increase Revenue from External Sources

- Acquire grant funding to support college initiatives, enhance teaching and learning innovation, and promote student access and success
- Support Foundation efforts to engage public, private and philanthropic organizations in support of the College
  - Develop revenue-generating workshops and programs open to community members and small business entrepreneurs

Objective 3: Engage All Faculty and Staff in Continuous Improvement Efforts

- Increase faculty and staff participation in professional development activities
  - Expand faculty and staff development opportunities
  - Deepen volunteerism, mentoring and service learning
  - Implement a common read and campus conversations initiative focused on research and literature about promoting student success
- Increase the utilization of assessment data and evaluation feedback to improve teaching and learning strategies
  - Conduct annual surveys and open-ended meetings for purposes of identifying issues and barriers, and to collect suggestions for improvements in college processes and functionality
  - Implement a college-wide procedure for the evaluation of full-time and adjunct faculty for both on-ground and online courses
- Ensure that faculty and staff implement new data storage and data security protocols

Objective 4: Promote a Culture of Equity and Inclusiveness

- Provide holistic support to students that address academic and non-academic barriers to postsecondary persistence and success
  - Cultivate an informed and engaged college community that welcomes students as they are, fosters meaningful relationships and connects students to required resources
  - Establish a Center for Equity, Diversity and Inclusion (CEDI)
  - Establish a Second-Chance Center aimed at helping to reduce recidivism through re-entry educational programming
  - Utilize counseling center for non-advising counseling activities
  - Acquire additional support for the Veterans Oasis Center and continue the annual Veterans Day Luncheon and other activities the support and celebrate veteran students
  - Increase support for students with special needs and Disability Services
  - Continue support of the Early Learning Center and explore other child-care options
- Increase adjunct faculty involvement in campus activities and initiatives
  - Acquire funding to support adjunct faculty participation in professional development and other campus activities

Goal 3 – Performance Indicators

CCSSE/SENSE measures of student and faculty interaction, Employee satisfaction metrics
Faculty & staff participation in professional development activity
Number of external grants submitted, Number of new external grants awarded to the College (includes federal, state and private grants)
Amount of money raised from new grants and gift revenue, Funding available to support student scholarships and address non-academic barriers