

STRATEGIC PLAN

2006-2011



Dear Colleagues and Friends:

If you ask our high-achieving graduates what made their college experience life-changing, most will tell you that at Capital, they learned to believe in themselves. They cite encouragement unlike anything they had experienced in previous learning environments.

Our students succeed despite daunting challenges. Many juggle more than one job and are single parents. Some have unstable home lives and must worry about such basics as housing and food. Yet they are so inspired by their college experience that more than a few have come back to Capital to teach and inspire others like themselves. In the words of CCC graduate and Professor Lilliam Martinez, now a doctoral candidate at the University of Connecticut, "Professors and staff believed that I could achieve something, and they nurtured me until I believed it myself."

This is what is special about Capital, and why it is so important that the College continue to set high standards for students and do everything it can to see that they get the support they need to excel. To that end, we have embarked on a five-year journey to expand educational horizons and maximize the strengths of all students, but particularly those who have faced significant barriers -- first generation college students, students of color and those with scant financial resources.

Our commitment to these students helped Capital to become one of a select number of colleges nationwide to participate in *Achieving the Dream: Community Colleges Count*. This multi-year grant program will assist the college in recruiting and encouraging students, through counseling and communication, to believe in their capabilities and fulfill their educational aspirations.

Five goals toward improving student results were formed through a planning process that drew from the entire community, both inside and outside our splendid historic campus at 950 Main Street, the former G. Fox Department store in the heart of downtown Hartford.

Views on how to achieve these priorities were collected from diverse sources, including faculty, staff, students, and corporate and civic leaders. The inclusive nature of the strategic planning process reflects Capital's leadership and status as a partner in preparing students for the workforce as well as a training resource for business and industry.

Together, participants took the pulse of the college, asked where it was going and what was holding it back. The result is a map to improve success. It is also an unprecedented commitment to produce graduates who feel like Judith Burchell, an alumna of Capital's registered nursing program who sometimes tutors at the college: "I feel I have to pay something back because I got so much."

Sincerely,



Calvin E. Woodland, President

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.

Mission Statement

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.

STRATEGIC GOALS AND RELATED OBJECTIVES

Goal 1 – Promote Student Success

Capital Community College recruits, retains, and improves academic performance of students.

- Objectives:**
- 1.1 Improve Student Persistence.
 - 1.2 Increase Student Success in the Developmental, Certificate and Degree Programs.
 - 1.3 Increase Recruitment/Enrollment of Students Under-Represented in Higher Education.
 - 1.4 Reduce Achievement Gaps between Age, Gender and Ethnic Groups.

Goal 2 – Create a Student - Centered Culture

Capital Community College continuously increases student satisfaction and engagement with the College and the community.

- Objectives:**
- 2.1 Improve Faculty/Staff Communication with Students.
 - 2.2 Improve Technology Services for Students.
 - 2.3 Increase Student Satisfaction with Facilities and Co-Curricular Activities.

Goal 3 – Expand Business and Community Partnerships

Capital Community College builds partnerships with business, government, community and academic organizations to create a world-class workforce in Connecticut.

- Objectives:**
- 3.1 Increase Public Awareness of Capital's Mission and Economic Impact on the Region.
 - 3.2 Increase Partnerships with Business to Support Workforce Development Initiatives.
 - 3.3 Increase Partnerships with K-12 and Adult Education.
 - 3.4 Expand Partnerships with Community-Based Organizations and the Workforce Development Board for the Region.

Goal 4 – Create a Collegial Environment

Capital Community College will unify its vibrant, diverse community of students, faculty and staff in the pursuit of communal goals.

- Objectives:**
- 4.1 Infuse Knowledge and Appreciation of Diversity into the Curriculum, Co-Curricular Activities and Staff Development.
 - 4.2 Improve Staff and Faculty Commitment to Institutional Objectives.
 - 4.3 Improve Internal Communications.
 - 4.4 Improve Student Adherence to Appropriate Classroom Behavior

Goal 5 – Obtain New Income for College Operations and Strategic Initiatives through Fundraising and Efficient Use of Existing Resources,

Capital Community College will obtain additional funding through grants, increased enrollment and political action and will increase efficiency in the use of its resources.

- Objectives:**
- 5.1 Provide Base Funding for Implementation of the Strategic Plan in the College's Annual Budget Each Year.
 - 5.2 Raise \$1.2 Million Annually for Strategic Activities and College Needs Through New Competitive Grants and Gift Revenue by 2011.
 - 5.3 Expand and Enhance Instructional Space on Campus for New Enrollment and Income Opportunities.
 - 5.4 Obtain a Lower Cost Parking Arrangement to Reduce Validation Cost.
 - 5.5 Establish New Satellite Locations in Primary Service Towns to Promote New Enrollments and Fee-Based Services.
 - 5.6 Ensure Completion of New Capital Preparatory Magnet School Facility in Order to Increase Space Available to the College.

Goal 1 – Promote Student Success

Objective 1.1 Improve Student Persistence.

Measurable Outcome(s): Increase Fall-to-Fall retention of matriculated students by two percentage points per year over the 2004/5 baseline.

Lead Persons – Academic Dean, Dean of Student Services

Implementation Team - ATD teams, Academic Advising Faculty Coordinator, Counseling Director, Department Chairs and Division Directors, Director of Student Activities, Director of the Welcome Center, Director of the Academic Success Center, Library Director

Strategies/Activities

1.1a — By 9/2007, provide academic support services to students with learning challenges/disabilities.

Lead Person - Director of the Academic Success Center. ¹

1.1b — By 9/2008, fully implement the new developmental academic advising model (including a system to assist and advise students who are unsuccessful in their academic courses to transition into a new path).

Lead Person: Faculty Advising Coordinator

Implementation Team: Chairs, Academic Dean, Dean of Students, Counselors, Director of the Welcome Center, Webmaster, Director of Placement Testing, Director of the Academic Success Center, Division Director for Developmental and General Education

1.1c — In the 2007/8 and 2008/9 academic years, increase the number of learning communities in developmental education and gateway courses by two per year.

Lead Person: Division Director for Developmental and General Education

1.1d — Assess student learning and use the results for improvement of instruction.

- By 9/2007, develop a five-year student learning assessment plan, emphasizing areas not yet assessed such as developmental education, on-line programs, and graduating student general education competencies.

Lead Person: Chair of the Assessment Team

- By 9/2008, initiate the “best practice” of utilizing e-portfolios in assessment. ²

Lead Person: Library Director

- By 9/2009, purchase e-Portfolio accounts for all Capital students for use in assessment and student self-assessment.

Lead Person: Library Director

- By 9/2008, complete the assessment of the developmental education program.

Lead Person: Division Director

- By 5/2011, complete five year Program Review and Assessment Cycle. ³

Lead Persons: Program Coordinators and Department Chairs

¹ Requires hiring a learning disabilities specialist in the Center.

² Requires hiring a part-time e-Portfolio educational assistant to train students in the use of an electronic e-Portfolio account to store samples of academic work for later assessment.

³ Requires hiring of Assessment Coordinator.

- By 5/2011, utilize student e-Portfolios in the assessment of student learning in general education areas.

Lead Persons: Department Chairs

- By 5/2011, complete activities in the five year assessment plan.

Lead Person: Academic Dean

1.1e — By 9/2008, provide eight professional development activities for faculty members on learner-centered instruction and implement learner-centered instructional techniques in 40% of classes.

Lead Persons: Department Chairs

1.1f — By 9/2008, redesign/improve tutoring services/supplemental instruction, bringing services to the student through on-line software, embedded tutoring and improved tutor training.

Lead Person: Director of Academic Success Center

1.1g — By 9/2008, start a student ambassador program.

Lead Person: Director of Welcome Center

1.1h — By 9/2008, deliver discipline-based information literacy instruction as required by NEASC.⁴

Lead Person: Library Director

1.1i — By 9/2008, expand counseling services to include direct instruction for students and faculty and assess student learning related to counseling.⁵

Lead Persons: Counselors

1.1j — By 9/2008, redesign access to electronic library databases and the library public access book catalog by purchasing a federated search engine that would allow students to search for all library resources through a single search box.

Lead Person: Library Director

1.1k — By 9/2009, establish an Honors Program.

Lead Persons: Program Coordinator for the Liberal Arts Program, Chairs

1.1l — By 6/2011, complete Achieving the Dream (AtD) activities.

Lead Person: Core Team Leader

1.1m — By 9/2011, reduce undue reliance on adjunct faculty, as required by NEASC Standards,⁶ for instruction and advising by the addition of five full-time faculty members.

Lead Person: Core Team Leader

1.1n By 9/2011, improve recruitment and advising in degree programs by assigning program coordinators to programs currently lacking them.

Lead Person: Academic Dean

1.1o Improve response time for student inquiries and complaints.⁷

Lead Persons: Chairs

⁴ Requires hiring of an information literacy librarian.

⁵ Requires hiring a retention specialist.

⁶ Benchmark: five additional full-time faculty members.

⁷ This requires hiring an assistant to the Chairs who will be present at the college 35 hours a week and able to respond promptly to students.

Objective 1.2 Increase Student Success in the Developmental, Certificate and Degree Programs.

Measurable Outcome(s) – 1) By 9/2011, increase the success rate of students in developmental math courses from 45% to 55% in math, 60% to 70% in English and 55% to 65% in reading.

2) Increase the graduation/persistence/transfer rate from 54% to 59%.

Lead Person - Academic Dean

Implementation Team: Division Directors, Department Chairs, Academic Success Center Director, ESL Director, Counseling Director, Core Team, Academic Advising Faculty, , Welcome Center Director, Dean of Students, President, Dean of Administration, Director of Human Resources.

Strategies/Activities

1.2a — By 9/2007, create a Division of Developmental and General Education.

Lead Person: Academic Dean

1.2b — By 9/2007, purchase Plato and Advancer software and introduce its use to developmental students.

Lead Person: Director of Academic Support Center

1.2c — By 9/2007, form a developmental education team with members from counseling, advising, tutoring, ESL and Student Services.

Lead Persons: Academic Dean, Dean of Student Services

1.2d — By 9/2008, re-design “pre-nursing and health careers” sequence.

Lead Person: Chair of Health Careers Department

1.2e — By 9/2009, pilot accelerated courses with embedded tutors and supplemental instruction and assess success rate relative to 15 week courses.

Lead Persons: Division Director and Chairs

1.2f — By 9/2009, establish a Transfer Office to centralize and up-date information on Transfer Articulation. Office will serve as formal liaison to 4-year colleges and universities and house a resource collection for students on transfer opportunities in and out of state.⁸

Lead Person: Dean of Student Services

1.2g — By 9/2010, offer developmental summer program.

Lead Persons: Academic Dean and Dean of Student Services

1.2h — By 9/2010, complete assessment of student entrance testing and placement.

Lead Person: Director of Testing

1.2i By 9/2011, implement Textbook Committee recommendations to contain book prices.

Lead Person: Dean of Administration

1.2j — By 9/2011, improve developmental education by the acquisition of two faculty members specializing in this work.

Lead Person: Academic Dean

⁸ Requires hiring transfer coordinator.

1.2k — By 9/2011, provide eight professional development activities for developmental faculty.
Lead Person: Division Director

1.2i — By 5/2011, increase adjunct professional development activities through WebCT course and required meetings.
Lead Persons: Academic Dean and Chairs

Objective 1.3 Increase Recruitment/Enrollment of Students Under-Represented in Higher Education.

Measurable Outcome(s) – Increase the percentage of males by 1% per year and other groups as reflective of DHE diversity goals.

Lead Person - Dean of Student Services

Implementation Team: Director of Admissions, Director of Counseling, Director of Marketing, Academic Dean, Department Chairs, Division Directors, Continuing Education, Achieving the Dream Team

Strategies/Activities

1.3a — By 12/2007, develop marketing plan with strategies to reach under-represented students.
Lead Person: Director of Public Relations

1.3b — By 9/2008, implement a beginner ESL program for students not ready for the academic ESL program.⁹
Lead Person: ESL Director

1.3c — By 5/2008, develop three new programs, including hospitality, insurance, and music technology and modify Fire Technology to attract and retain targeted groups.¹⁰
Lead Persons: Academic Dean, Chairs

1.3d — By 9/2009, complete an assessment of the effectiveness of the marketing plan in meeting the objective and use the results for improvement.
Lead Persons: Director of Marketing, Director of Admissions

1.3e — By 9/2011, provide five faculty and staff development activities in serving targeted groups.
Lead Persons: Deans

1.3f — By 9/2011, assess effectiveness of admissions and Welcome Center in meeting the objective and use results for improvement.
Lead Person: Dean of Student Services

1.3g — By 9/2011, expand access through two additional on-line general education courses per department, 5 business courses, and 5 criminal justice courses.
Lead Persons: Coordinators of Business, Criminal Justice and Chairs

1.3h — By 9/2011, hire recruitment specialist to target desired groups.
Lead Persons: Dean of Student Services, HR Director

⁹ Will require the hiring of an ESL assistant.

¹⁰ Requires hiring a faculty member for the hospitality program and acquiring space and equipment for all programs.

Objective 1.4 Reduce Achievement Gaps between Age, Gender and Ethnic Groups.

Measurable Outcome(s) By 2010, reduce the identified achievement gaps among age, gender and ethnic/racial groups by three percentage points per year.

Lead Persons - Dean of Student Services and Academic Dean

Strategies/Activities

1.4a — By 9/2007, create a mentoring program and center for black and Puerto Rican males

Lead Person: Black and Latino Male Achieving the Dream Team

1.4b — By 2010, implement learner-centered strategies targeted at groups with achievement gaps.

Lead Persons: Department Chairs, Division Directors

1.4c — By 2010, provide at least four professional developmental opportunities for faculty focused on learner-centered instruction designed for the targeted groups.

Lead Persons: Core Team

1.4d — By 2010, create a resource collection for faculty on best practices in the education of targeted groups.

Lead Person: Library Director

Goal 2 – Create a Student-Centered Culture

Objective 2.1 Improve Faculty/Staff Communication with Students.

Measurable Outcome(s) –

- 1) Improve the “Support for Students” benchmark in the CCSSE from 51.8 to 57 by 2011.
- 2) Measure and improve student satisfaction with college publications and website by 3% per year over baseline.
- 3) Measure and improve student satisfaction with support services in any weak areas as measured by Noel Levitz. (no areas below national norms)

Lead Persons - Dean of Student Services, Academic Dean

Strategies/Activities

2.1a — Improve internal and external customer service in administrative, student and academic support areas through professional development and continuous assessment.

- By 9/2007, conduct assessment of quality of services and provide professional development to improve public relations and business services.

Lead Persons: Director of Public Relations; Director of Finance

- By 9/2008, conduct assessment of quality of services and provide library, counseling, tutoring and Welcome Center services.

Lead Persons: Directors of areas

- By 9/2009, conduct assessment of quality of services for security and maintenance.

Lead Persons: Directors of areas

- By 9/2010, conduct assessment of Career Development, Financial Aid, Registrar and Admissions services.

Lead Persons: Directors of areas

- By 9/2009, conduct assessment of Student Activities.¹¹

Lead Person: Director of area

2.1b — By 9/2008, complete web advising portal.

Lead Person: Faculty Advising Coordinator

2.1c — By 9/2008, hold opening convocations each semester for students to voice concern and obtain information.

Lead Person: Dean of Student Services

2.1d — By 9/2010, expand student publications to include an e-newsletter and student newspaper.

Lead Person: Program Director of Communication Media

2.1e — By 5/2011, develop continuous cross-training and professional development for student and academic support areas.

Lead Persons: Dean of Student Services and Academic Deans

Objective 2.2 Improve Technology Services for Students.

Measurable Outcome(s) – Increase student satisfaction with IT services to support student learning by 2% over 2005 baseline per year as measured by student focus groups. Improve internal customer satisfaction over baseline of 2004/5 survey.

Lead Persons - Dean of Administration, Director of Information Technology

Strategies/Activities

2.2a — By 9/2008, provide technical assistance on-site in computer labs.

Lead Persons: IT Director, Dean of Administration

2.2b — By 9/2009, improve IT support to classrooms by maintaining 98% uptime for all computers in library, labs and classrooms.

Lead Persons: IT Director, Dean of Administration

2.2c — By 9/2009, provide ongoing training offered regularly in the labs for students to navigate our College IT system.

Lead Persons: IT Director, Dean of Administration

2.2d — By 9/2010, measure and improve to 95%, customer satisfaction with phone system and menus.

Lead Persons: IT Director, Dean of Administration, Dean of Student Services

Objective 2.3 Increase Student Satisfaction with Facilities and Co-Curricular Activities.

Measurable Outcome(s) – Increase student satisfaction by 2% per year as measured by student focus groups and the Noel Levitz survey over 2007 baseline.

Lead Persons - Dean of Students, Dean of Administration

¹¹ Requires hiring of Student Activities Programmer.

Strategies/Activities

2.3a — By 9/2007, increase the number of open computer labs for student use by three.

Lead Persons: Dean of Student Services, Dean of Administration

2.3b — By 9/2007, enhance College security by initiating an ID system for college entrance.

Lead Persons: Dean of Administration, Director of Public Safety

2.3c — Expand programming opportunities for student interaction and participation in leadership development by the following:

- By 9/2008, Achieve Five Star status for PTK.

Lead Person: Club Advisor

2.3d — By 9/2008, increase number of convenient and secure parking spaces by 500.

Lead Persons: President, Dean of Administration

2.3e — By 9/2008, increase exterior signage.

Lead Person: Dean of Administration

2.3f — By 9/2009, provide a space for fitness center.

Lead Persons: President, Dean of Administration

2.3g — By 9/2008, offer an array of inter- and intramural sports programs and hire two athletic staff members.

Lead Persons: Dean of Student Services, Director of Student Activities

2.3h — By 9/2009, identify space to establish a student union facility.

Lead Persons: President, Dean of Administration

Goal 3 – Expand Business and Community Partnerships

Objective 3.1 Increase Public Awareness of Capital's Mission and Economic Impact on the Region.

Measurable Outcomes(s) - Increase community, business/industry, and neighboring institutions' awareness of Capital's mission and economic impact by 2% per year as measured by surveys or focus groups of high school students, CCC students, staff, faculty, community, businesses, trade associations, government agencies, and adult education.

Lead Person - President

Implementation Team: Marketing/Public Relations Director, Director of Development, Dean of CE, Director of Institutional Research

Strategies/Activities

3.1a — By 9/2007, hire a full-time Webmaster.

Lead Persons: Director of Public Relations, Director of Human Resources and President

3.1b — By 9/2007, Hire a marketing/outreach person to promote Continuing Education and Workforce programs and services to increase enrollment and revenue by 2%.

Lead Person: Dean of Continuing Education

3.1c — By 9/2008, strengthen the current College’s direct mail lists by addition of a comprehensive alumni list, voter lists for all towns served, and lists of all potential partners in industry and the community.

Lead Persons: Director of Development, Director of Public Relations

3.1d — By 9/2011, develop and implement a marketing plan/platform that will create a College brand establishing Capital as the region’s leader in workforce development education and training.

Lead Person: Director of Public Relations

3.1e — By 9/2011, establish a Continuing Education Workforce Development Center in the College’s suburban service area to increase awareness and enrollment.

Lead Persons: Deans of Continuing Education and Administration

3.1f — By 9/2011, develop and implement a plan to strengthen communication with media, chamber and other external organizations that can assist in promoting the College’s mission.

Lead Person Director of Public Relations

3.1g — By 9/2011, develop and implement a plan to increase the participation of the College’s Foundation and ad hoc academic advisory group members to communicate the College’s mission.

Lead Person: Director of Development

3.1h — By 9/2011, conduct five “stakeholder” focus groups.

Lead Persons: Management Team, IR Director, Director of Public Relations, Director of Development

Objective 3.2 Increase Partnerships with Business to Support Workforce Development Initiatives.

Measurable Outcome(s) – Increase the number of business partnerships and/or new business clients by four per year.

Lead Person - Dean of Continuing Education

Implementation Team: Academic and CE Program Coordinators, Directors and Chairs, Director of Development, Director of Marketing, Director of Institutional Research, Media Services

Strategies/Activities

3.2a — By 9/2007, establish the President’s Executive Leadership Advisory Council to strengthen partnerships at senior levels within businesses and increase support to the College.

Lead Person: President

3.2b — By 9/2008, establish two internships with Hartford media.

Lead Persons: Chair of S&BS, Internship Director, Program Director of Communication Media, and Director of Career Planning

3.2c — By 9/2009, institute three joint educational programming activities with public libraries and education-focused community-based organizations such as Community Renewal Team, Esperanza House and the Urban League.

Lead Persons: Management Team, Chairs, Coordinators and Directors

3.2d — By 9/2009, hire a workforce development job placement and retention specialist to strengthen relationships with business, assist students and increase the College’s economic impact.

Lead Persons: Dean of Continuing Education, President

3.2e — By 9/2011, establish Workforce Centers of Excellence in the areas of Insurance and Financial Services, Allied Health, Hospitality, Early Childhood Education and Social Service designed in partnership with business.

Lead Persons: Dean of Continuing Education, Academic Dean, Chairs, Coordinators and Directors

3.2f — By 9/2011, obtain one or more grant and/or other source of funding to support workforce development initiatives and to fund the preparation of funding applications.

Lead Persons: Director of Development, Dean of Continuing Education, President

Objective 3.3 Increase Partnerships with K-12 and Adult Education.

Measurable Outcome(s) – Establish two mentoring programs with area schools; establish/improve five articulation agreements with educational institutions.

Lead Persons - Deans of Student Services, Continuing Education and Academic Affairs

Implementation Team: Department Chairs, Continuing Education, Admissions Department, Academic Dean, Tech Prep Director, Assistant to the Academic Dean, Director of ESL, Dean of Students, Director of the Welcome Center

Strategies/Activities

3.3a — By 9/2007, establish mentoring program with Fox Middle School.

Lead Person: Director of the Welcome Center

3.3b — By 9/2008, develop a summer session designed for high school students to earn high school and college credit.

Lead Persons: Academic Dean, Dean of Continuing Education

3.3c — By 9/2008, offer college level courses at two high schools and one adult education location during the academic year (separate from Tech Prep).

Lead Persons: Dean of Continuing Education and Academic Dean

Complete articulation agreements:

- By 9/2008, establish Education Pathway with the CSU

Lead Person: Chair of Social and Behavioral Sciences

- By 9/2008, complete “Urban Corridor” initiative.

Lead Persons: Deans of Academic Affairs and Continuing Education

- By 9/2009, expand “Urban Corridor” initiative to include other disciplines.

Lead Persons: Deans of Academic Affairs and Continuing Education

- By 9/2010, review all Tech Prep agreements and meet with all Tech Prep faculty.

Lead Persons: Assistant to the Academic Dean and Tech Prep Director

3.3d — By 9/2011, establish recruitment and placement testing at three high schools and adult education locations.

Lead Person: Dean of Student Services

3.3e — By 9/2011, develop a “Workforce Development ESL Training Center” with a full-time director to prepare individuals to transition to post-secondary education and/or improve their job performance for career advancement.

Lead Persons: Dean of Continuing Education, ESL Coordinator

Objective 3.4 Expand Partnerships with Community-Based Organizations and the Workforce Development Board for the Region.

Measurable Outcome(s) - Increase community-based organization and/or Workforce Development Board partnerships by two per year.

Lead Person - Dean of Continuing Education

Implementation Team: Continuing Education Program Coordinators, Director of Admissions, Director of Counseling, Director of Career Development

Strategies/Activities

3.4a — By 9/2011, meet with community-based organizations in the college's service delivery area to discuss programs and services.

Lead Persons: Dean of Continuing Education, Continuing Education Coordinators and Directors

3.4b — By 9/2007, participate on two Workforce Development Board (CWP) committees.

Lead Persons: Dean of Continuing Education, Continuing Education Coordinators and Directors.

3.4c — By 9/2007, incorporate the One Stop Satellite Office at the College into the Career Development Center so that staff can work in partnership to support students and increase ITAs to the College.

Lead Persons: Deans of Student Services and Continuing Education

3.4d — By 9/2011, establish student recruitment sessions at the Hartford One Stop Center.

Lead Persons: Dean of Student Services, Dean of Continuing Education, Director of Admissions

3.4e — By 9/2008, establish a regular meeting with the Executive Director of CWP and the Management Team.

Lead Persons: President, Dean of Continuing Education

Goal 4 – Create a Collegial Environment

Objective 4.1 Infuse Knowledge and Appreciation of Diversity into the Curriculum, Co-Curricular Activities and Staff Development.

Measurable Outcome(s) Improve student outcomes related to “global awareness” as compared to 2004/5 assessment. Assessments the effectiveness of programs for faculty/staff on diversity via surveys and focus groups will confirm positive impact.

Lead Person(s) - Director of Human Resources, Dean of Student Services, Academic Dean

Strategies/Activities

4.1a — By 2/2007, reconvene Diversity Committee.

Lead Persons: College Senate, President

4.1b — By 5/2008, conduct two workshops promoting teamwork, community building, and conflict resolution and team recognition.

Lead Person: Director of Human Resources

4.1c — By 5/2008, the Student Senate and PTK will work with the Diversity Committee to sponsor two events related to diversity.

Lead Persons: Advisors, Chair of Diversity Committee

4.1d — By 9/2009, the Diversity Committee will establish a cultural exchange program for students, staff, and faculty.

Lead Persons: Diversity Committee, Senate

Objective 4.2 Improve Staff and Faculty Commitment to Institutional Objectives.

Measurable Outcome(s) – Improve CCC scores on institutional climate survey.

Lead Person(s) - Deans

Implementation Team: Director of Human Resources, Deans, Directors, Chairs

Strategies/Activities

4.2a — By 9/2008, plan and schedule professional development activity for the Management Team that focuses on team-building and collaboration to enhance overall effectiveness in achieving institutional goals.

Lead Persons: President, Management Team

4.2b — By 9/2008, plan and develop program for annual recognition of faculty and staff for providing exceptional service and outstanding achievement.

Lead Person: Director of Human Resources

Objective 4.3 Improve Internal Communications.

Measurable Outcome(s) – Improvement in climate survey responses between 2001 and 2007.

Lead Persons - Deans

Implementation Team: Deans, Director of Public Relations, Directors, Institutional Research

Strategies/Activities

4.3a — By 9/2007, disseminate a monthly president's letter to the college community on issues, achievements and pending events.

Lead Persons: President, Director of Public Relations

4.3b — By 9/2007, add "communication" as agenda items in all administrative meetings; director/chair will pursue resolution of identified issues.

Lead Persons: All Directors

4.3c — By 9/2007, create a calendar for monthly meetings as part of the website.

Lead Persons: Director of Public Relations and the Webmaster

4.3d — By 9/2008, administer an institutional climate survey and compare results with previous administration.

Lead Person: Director of Institutional Research

Objective 4.4 Improve Student Adherence to Appropriate Classroom Behavior

Measurable Outcome(s) – Increase in student self-discipline and student respect for others in the classroom, as evidenced by faculty and student survey responses between 2007 and 2011.

Lead Person - Dean of Student Services

Implementation Team: Directors, Chairs, Academic Dean

Strategies/Activities

4.4a — By 12/2007, review of current policy on Appropriate Classroom Behavior, as listed in the Student Handbook.

Lead Person: Dean of Student Services

4.4b — By 12/2007, design and implement faculty information sessions on new student conduct policy and classroom management.

Lead Person: Dean of Student Services

4.4c — By 9/2008, develop and communicate systematic College policy to improve student behavior and accountability.

Lead Persons: Dean of Student Services, Directors, Chairs, Academic Dean

4.4d — By 12/2008, administer a survey of faculty members to determine if their knowledge of student discipline policies and perception of student classroom behavior has improved.

Lead Person: Director of Institutional Research

4.4e — By 11/2007, communicate to all students expectations of appropriate classroom behavior.

Lead Person: Dean of Student Services

Goal 5 – Obtain New Income for College Operations and Strategic Initiatives through Fundraising and Efficient use of Existing Resources

Objective 5.1 Provide Base Funding for Implementation of the Strategic Plan in the College's Annual Budget Each Year.

Measurable Outcome(s): Identify \$500,000 for implementation of strategic initiatives by 2011 through auxiliary revenues and cost-saving efficiencies.

Lead Person - President

Implementation Team: Dean of Administration, Director of Finance

Strategies/Activities

5.1a — By 9/2008, incorporate in the budget process a specific designation of funds for strategic initiatives.

Lead Person: Dean of Administration

5.1b — By 9/2007, develop a written budget policy.

Lead Person: Dean of Administration

5.1c — By 6/2010, reduce dependency on variable discretionary revenues by 50% using a portion of projected additional revenues from yearly tuition and fee increases.

Lead Person: Dean of Administration

Objective 5.2 Raise \$1.2 Million Annually for Strategic Activities and College Needs Through New Competitive Grants and Gift Revenue by 2011.

Measurable Outcome(s): Increase amounts raised from new grants and gift revenue between 2006 and 2011 to reach the \$1.2 million annual goal at the end of five years.

Lead Person - President

Implementation Team: Director of Institutional Advancement

Strategies/Activities

5.2a — By 9/2007, strengthen the Institutional Advancement Office as the clearinghouse for all external grant submissions and point of entry for gift income by introducing gift and grant management software.

Lead Person: Development Director

5.2b — By 9/2007, create a representative Grant Oversight Committee for grant review and annual needs assessments.

Lead Person: President

5.2c — By 9/2008, utilize Hispanic Serving Institution (H.S.I.) status to obtain grant funds in support of strategic goals and initiatives.

Lead Person: President

5.2d — By 9/2008, Utilize College Foundation's unrestricted income (annual fund) to increase staffing and resources for fundraising.

Lead Person: President

5.2e — By 9/2009, utilize College Foundation's unrestricted income (annual fund) to provide an annual grant to the college for enhancing academic support and student activities.

Lead Person: President

Objective 5.3 Expand and Enhance Instructional Space on Campus for New Enrollment and Income Opportunities.

Measurable Outcome(s): Increase downtown campus space for academic instruction, continuing education and corporate rentals by a minimum of 40,000 square feet by 2008.

Lead Person - Dean of Administration

Strategies/Activities

5.3a — By 9/2007, develop a plan to determine the optimum space usage of 40,000 square feet, inclusive of current College space.

Lead Persons: Management Team

5.3b — By 9/2008, identify a facilities coordinator reporting to the Dean of Administration for utilizing new space and managing campus facilities.

Lead Persons: Deans of Administration and Continuing Education

Objective 5.4 Obtain a Lower Cost Parking Arrangement to Reduce Validation Cost.

Measurable Outcome(s): – A contractual arrangement that reduces the monthly average parking cost at or below \$4.35 per transaction.

Lead Person - Dean of Administration

Strategies/Activities

5.4a — By 9/2007, consolidate parking validation functions in a single department.

Lead Person: Dean of Administration

5.4b — By 9/2007, solicit state department of public works for downtown parking options.

Lead Persons: Dean of Administration, President

Objective 5.5 Establish New Satellite Locations in Primary Service Towns to Promote New Enrollments and Fee-Based Services.

Measurable Outcome(s) – Establish income-generating courses and offerings outside of the downtown campus that will total 5 percent of all non-credit revenue realized by the college by 2011.

Lead Person - Dean of Continuing Education

Implementation Team: Dean of Continuing Education

Strategies/Activities:

5.5a — By 9/2007, negotiate agreements with community-based organizations and other institutions that will provide point of entry offerings off campus.

Lead Persons: President, Dean of Continuing Education, Director of Development

5.5b — By 9/2008, negotiate agreements in several towns within the College's service area that will provide a point of entry for certificate, degree and professional development programs at the campus.

Lead Persons: President, Dean of Continuing Education, Director of Development

5.5c — By 9/2011, expand off-campus sites for credit and non-credit programming.

Lead Persons: Deans of Administration and Continuing Education and Director of Development

Objective: 5.6 Ensure Completion of New Capital Preparatory Magnet School (CPMS) Facility in Order to Increase Space Available to the College.

Measurable Outcome(s) - Completion of the new CPMS facility by fall 2010.

Lead Person - Dean of Administration

Strategies/Activities

5.6a — By 1/2007, revive the Capital Preparatory Magnet School Advisory Committee.

Lead Persons: President, Dean of Administration

5.6b — By 6/2007, create a site selection committee in collaboration with the Mayor's Office and Hartford Public Schools.

Lead Persons: President, Dean of Administration

Strategic Planning Committee Members

Name	Title
Cindy Adams	Director of Nursing
Dr. Mary Ann Affleck	Academic Dean
Doris Arrington	Dean of Student Services
Carrie Benyei	Purchasing Officer II
Jane Bronfman	Director of Marketing and Public Relations
Emma Colon	Counseling/ESL
Rubin Fisher	Director of Human Resources
Marilyn Goodman	Enrollment Services
Linda Guzzo	Dean of Continuing Education
Ted Hale	Director of Finance and Administration
Ray Hughes	Assistant to the Academic Dean
John Kapral	Accountant
Greg Kloten	Technical Services Librarian
Ruth Krems	Nurse Aide Coordinator
Joan Marchessault, Co-chair	Chair, Business and Technology
Lilliam Martinez	Faculty, AtD Chair
John McNamara	Director of Institutional Advancement
Jennifer Mitchell	Student Representative
Lester Primus, Co-chair	Dean of Administration
Jenny Wang	Director of Institutional Research
Clement Williams	Customer Service Institute of CT
Margaret Wolf	Director of Financial Aid
Dr. Calvin E. Woodland	President