

# **STRATEGIC PLAN 2018-2020**

***Ensuring Our Future***

***Tunxis Community College  
Farmington, Connecticut***

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# **Strategic Plan 2018-2020**

## ***Tunxis Community College Farmington, Connecticut***

### **College Mission**

Tunxis Community College offers its students a quality, yet affordable, education in an accessible and supportive environment, fostering the skills necessary to succeed in an increasingly complex world.

### **College Vision Statement**

Tunxis Community College will be a vibrant educational and cultural center responsive to current as well as emerging student and community needs.

### **Strategic Mission**

Focus all decisions, policies, and initiatives on meeting the educational/co-educational needs of Tunxis Community College students. Moreover, make the goals and purposes of our educational programs and support services explicit and public.

## **Values and Principles**

### **INTEGRITY**

We value and demonstrate openness and honesty, resolving differences with civility and without reprisals. We speak and act truthfully, without hidden agendas. We admit our mistakes, say when we do not know, and honor our commitments. We avoid silence when it may mislead; we seek root causes and solve problems.

### **RESPONSIBILITY**

We value institutional and individual accountability, defined as doing what needs to be done in a timely and competent manner. By acceptance of personal responsibility for our own actions and decisions, we help to create a college at which we are proud to work.

### **RESPECT**

We treat others fairly and with dignity. We value and honor each other in our diversity.

### **EXCELLENCE**

We value continuous improvement and growth in every area of college life. We value collaboration, cooperation, teamwork, innovation, and creative problem solving in our continuous improvement efforts. We value the courage to take risks and provide leadership.

### **OPEN COMMUNICATION**

We share information, ideas, and feelings—listening carefully, speaking forthrightly, respecting diverse views, participating productively in dialogue and conversations. We welcome paradox and constructive conflict as we move toward consensus.

### **HUMOR AND WELL-BEING**

We value laughter, play, love, kindness, celebration, and joy in our learning and work—taking our learning and work seriously and ourselves lightly.

## Context for this Strategic Plan

These are challenging times for Tunxis Community College

The ongoing state budget crisis has resulted in reductions in state appropriations as well as rescissions occurring every fiscal year. The college has been able to maintain operations and shield students from the brunt of these reductions by turnover savings, holding positions vacant, downgrading positions when possible, reducing operating budgets, and eliminating management positions.

Actual numbers of full time faculty and staff have decreased and currently there are twenty one vacancies throughout the College. An additional seventeen positions have been totally eliminated over the past four years.

On the surface, Tunxis has maintained support of programs and services and faculty and staff are working especially hard to compensate for the vacancies that have resulted from multiple budget cuts in state funding. Below the surface, however, the strain may start to show within a few years if the funding situation does not improve.

Enrollment continues to decline. Over the past five years, FTE enrollment has decreased by 19.2%, from 2,731 to 2,206. The college has maintained its share of recent high school graduates, but their number in our service area is decreasing each year. With more people returning to work recently in Connecticut, the number of “older” students (25 and over) has also continued to decline.

Through a tumultuous time, the faculty, staff, and administration have struggled to maintain standards, to put students at the top of our priorities, to maintain a commitment to diversity, to provide accurate information to the public, and to treat one another with civility.

In the past, the college has had a lengthy Strategic Plan with some six major goals and close to one hundred initiatives and action plans. Given the current situation as described above, however, a decision was made to focus in on much fewer high priority items that are critical to our being able to weather the storm we currently find ourselves in while continuing to provide students with the education and support services they need to be successful.

# **Strategic Goals**

- 1. Values and Principles Based Community Building**
- 2. Retention/Student Success**
- 3. Enrollment**

# ENSURING OUR FUTURE

## Values and Principles Based Community Building

1. Hold more social events to advance a spirit of collegiality
2. Find ways to give recognition for exemplary interdepartmental collaboration and cooperation
3. Provide more reminders of the Values and Principles, large poster at entrance
4. Conduct a survey to gather ideas for ways to build community
5. Hold more college-wide meetings
6. Create more opportunities for sharing expertise; cross train staff
7. Demonstrate excellence—lead by example
8. Promote fairness and equity
9. Encourage collegiality and civility through modeling/demonstration workshops and other strategies

## **Retention/Student Success**

1. Focus faculty Additional Responsibilities on retention and student success (additional intrusive office hours, advising, tutoring)
2. Create more learning communities (same group of students enrolled for multiple courses to build community and stimulate student engagement)
3. Require the First Year Experience course for most new students
4. Create a Guided Pathway approach to programs—simplified degree plans, common first semester to explore interests
5. Provide frequent communication with students, including mid-term conferences on academic progress
6. Highlight highly successful students as role models (panels)
7. Recruit more faculty to use the Early Alert Referral System, and extend the time it is available
8. Create more Honors programs
9. Encourage more club participation
10. Provide more Service Learning opportunities
11. Offer more programs/events for students of color
12. Create alternate math pathways for non-STEM students
13. Provide more services for evening students
14. Promote and facilitate transfer for student success

## **Enrollment**

1. Encourage more participation in recruitment
2. Use social media outlets and Google AdWords as recruitment/marketing strategies
3. Install an electronic sign at the front of the college
4. Place more Tunxis materials in the community
5. Seek more Foundation assistance; promote donations through the room naming policy
6. Offer more community events
7. Provide incentives/venues for students to recruit
8. Barter seats in class for advertising space
9. Encourage non-credit students to pursue credit degrees and certificates
10. Promote TAP degrees and the UCONN GAP transfer program
11. Conduct more outreach to high schools

**MEMBERS OF THE INSTITUTIONAL EFFECTIVENESS COMMITTEE**  
(2016/2017)

Brown, Robert	Humanities Faculty Representative
Carbone, Candace	Business and Technology Faculty Representative
Cenet, Jean-Marc	Mathematics Faculty Representative
Clucas, Marie	Social Sciences Faculty Representative
Davis, Tamika	Admissions Representative
Decker, Jackie	Arts and Media Faculty Representative
England, David	Dean of Academic Affairs (Chair and ex officio)
Eschenbrenner, Nancy	Administrative Services Representative, Finance
Haffner, Peter	Administrative Services Representative, Information Technology
James, Kimberly	Academic Advising Center Representative
Keifer, Elizabeth	Academic Strategies Faculty Representative
Knowles, Robin	Allied Health/Science Faculty Representative
Lamar, Melissa	Marketing & Public Relations Representative
Lavoie, Lisa	Library Services Representative
Lozada, Helen	Student Affairs Representative, Financial Aid
Mitchell, Victor	Business and Industry Services Representative
Schwager, Kathleen	Student Affairs Representative, Academic Support Center
<b>Vacant</b>	Student Representative