

Approved on 10/29/2008

THREE RIVERS COMMUNITY COLLEGE
SYSTEM STRATEGIC PRIORITIES AND COLLEGE GOALS
2009-2014

Introduction:

In keeping with the System Strategic Priorities established for all of the twelve community colleges, this five-year Strategic Plan will seek to shape the Three Rivers Community College (TRCC) goals within the Strategic Priorities and help to allocate resources in accordance with the strategic directions outlined in this plan.

Planning Assumptions / Guiding Principles:

1. TRCC will maintain NEASC and Program accreditations that further the institutional mission, enhance program quality, and maintain consistency with college resources.
2. Connecticut's economic climate will have a major bearing on college operations regarding enrollments and program demand. TRCC will need to frequently and effectively adjust its priorities to meet these challenges. Bond funding as a separate State funding source for college capital projects and code compliance will be provided as projected.
3. Moving into and adapting to new facilities and continuing construction activities will play an ongoing role in all college activities for the next few years.
4. TRCC's new facilities will become an important community resource which will be in greater demand.

I. Expanding Access to Educational Opportunities by Supporting Student Success

College Goals:

1. Align Curriculum:

- 1.1 Align scheduling, course and program offerings to meet the needs of students.
Increase scheduling options for all students with late start, modular courses, and intersession offerings.
- 1.2 Advance curriculum alignment with area high schools at the discipline level.
- 1.3 Offer training in curriculum and new course development.
- 1.4 Create a pre-college curriculum for all basic skills which is aligned with academic courses and programs to increase the persistence rate of developmental students.

2. Increase student retention and course completion rates:
 - 2.1 Increase student and faculty awareness and use of services that support student success.
 - 2.2 Develop and implement an institution-wide plan that includes strategies to improve retention (course completion) and persistence (semester to semester attendance and completion).
 - 2.3 Develop protocols for maximizing efficient use of technology for communicating with students.
 - 2.4 Provide up-to-date technology, related technical support, and training.
 - 2.5 Enhance the faculty advisory program through the use of technology. Develop an advising program for freshman and at risk students by front loading advising with faculty and staff trained for this purpose.
 - 2.6 Develop a comprehensive, streamlined student services program eliminating barriers to enrollment and enabling students at every level to navigate the College system.
 - 2.7 Design and implement initiatives that facilitate enhanced student engagement utilizing CCSSE results.
3. Increase graduation and transfer:
 - 3.1 Create a plan to increase graduation rates which includes the Banner Curriculum Advising and Program Planning (CAPP) implementation.
 - 3.2 Review existing articulation agreements and advising strategies with the purpose of increasing the number of students transferring to four year institutions.
 - 3.3 Define and communicate classroom and college expectations of students that foster shared responsibility for learning outcomes.
 - 3.4 Continue the dialogue and the implementation efforts to assess student learning outcomes.
 - 3.5 Encourage students to apply for Program Certificates while on the path to associate degree completion, as a stimulus for student success.
4. Focus Workforce Development on Entering and Advancing Careers
 - 4.1 Expand short-term training and workforce development.
 - 4.2 Include Business & Industry partnerships in curriculum development.
 - 4.3 Cultivate pathways in Allied Health and bridges to health careers.
 - 4.4 Pursue advanced manufacturing collaborations with area businesses.

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- 4.5 Focus on career counseling and job placement programs and networks for students.
- 4.6 Respond to demographic changes in region through career programs, in collaboration with area Chambers and Workforce Investment Boards (WIB's).
- 4.7 Promote partnerships and collaborations with: businesses, community-based organizations (CBOs), and with K-16 and the CC system. Institute a sound method of assessing student placement and employer satisfaction and strengthen linkages with regional employers through appropriate programs and advisory councils.
- 4.8 Support ESL as an integral part of college outreach and cultural understanding.

II. Maintaining Affordability: Tuition, Financial Aid and Resource Development

College Goals:

- 1. Promote sound and efficient management of existing resources that ensures an equitable allocation of assets to support institutional priorities and system initiatives.
 - 1.1 Establish a fully integrated, evidence-based resource development plan that is tied to the budget, programs and institutional decisions.
 - 1.2 Advance "one college" concept by mainstreaming continuing education administrative functions and curriculum.
- 2. Identify and secure strategies that provide alternative sources of funding that expand student access to affordable educational programs.
 - 2.1 Increase revenues from grants and private donations.
 - 2.2 Develop mutually beneficial community partnerships and external relations to enhance resource contributions in the public and private sectors.
 - 2.3 Build a larger endowment to fund institutional financial aid.
 - 2.4 Improve the coordination and use of scholarships to maximize recruitment and retention efforts.
- 3. Actively support and participate in the development of CTC System policies, procedures and control systems for all areas of resource management and development (Fiscal, HR and Facilities).

III. Improving Accountability

College Goals:

1. Develop a culture of Institutional Effectiveness across all levels of employees which values the importance of using appropriate data and the college's strategic priorities as part of their daily job.
2. Increase the number of work units having an assessment plan by implementing a College wide Institutional Effectiveness plan that is fully integrated with the planning and budgeting processes.
3. Provide opportunities for all employees develop leadership qualities to increase the sense of responsible stewardship throughout the organization.
4. Engage in open decision-making processes amongst all constituencies on campus.
5. Enhance communications with:
 - a. All constituencies by promoting dialogue and collegial debate.
 - b. Employees through orientation, support services, and within the governance structure.
 - c. The public to generate support for the College.
 - d. New and existing students to increase enrollment, retention and graduation.

IV. Improving Learning and Assessment

College Goals:

1. Review placement procedures to develop standards and measures that include non cognitive and learning style information as well as cognitive measures that will support success in college level work.
2. Develop learning communities to increase the persistence rate for developmental and first-time students.
3. Provide opportunities for professional development to faculty/staff to assess and increase our general understanding about students and the barriers to learning that they face.
4. Increase the percentage of faculty/staff actively engaged in assessment of learning leading to new instructional models, alternative delivery methods and new educational services.

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5. Expand our definition of student outcomes that includes other types of achievements of student success in addition to graduation.
6. Assess General Education competencies of students.
7. Increase the number of full-time faculty while recognizing the need to increase the diversity among full-time faculty.
8. Initiate best practices in online teaching.
9. Improve and formalize faculty-to-faculty mentoring.

V. Ensuring a Safe, Secure, and Inclusive Campus Environment

College Goals:

1. Develop and implement comprehensive environmental, health, and safety programs for newly consolidated TRCC facilities, emphasizing significantly increased technology, expanded security services, and greatly improved understanding of these programs by all students and staff.
2. Plan and execute TRCC's move to new consolidated facilities in a manner to minimize disruption of college programs and provide the best possible services and protection to all students and staff as well as all other college assets involved.
3. Actively support opportunities/programs that promote increased diversity within the college community as well as fostering an environment that embraces and mutually respects diversity from multiple perspectives.