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) 

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