

**REVISED DRAFT OF
POTENTIAL PLANNING ISSUES**
(Reflects Recommended Changes Made
at May 26, 2004 Meeting)

**FOR DISCUSSION AT
JUNE 7, 2004
STRATEGIC PLANNING COMMITTEE
MEETING**

**PART A – QUALITY AND
ACCOUNTABILITY**

**PART B – ENROLLMENT
MANAGEMENT**

**PART C – RESTRUCTURING FOR
THE FUTURE**

PART I

QUALITY AND ACCOUNTABILITY NOTES

A. Organizational Unit Effectiveness -

1. Strengthening quality, innovation, and effectiveness in the delivery of programs and services. Addressing this issue requires:
 - a. Ensuring that regular, mission-focused evaluations occur within the College's divisions, departments and organizational units.
 - b. Improving mechanisms to identify and incorporate best practices in the delivery of programs and services.
 - c. Establishing throughout the College a commitment to excellence and accuracy in work results and a structure that includes quality controls.
 - d. Offering comprehensive professional development opportunities to all staff in the area of assessment.
 - e. Developing institution-wide assessment strategies to document quality, innovation, and effectiveness in achieving the College's Mission.
2. Developing a more student-centered culture throughout the College. Addressing this issue requires:
 - a. Creating a college-wide commitment to mutual respect.
 - b. Raising faculty and staff awareness of and commitment to the College's Mission, Vision and Core Values.
 - c. Maintaining ongoing, effective customer-service training for all student/staff support units.
 - d. Developing course, program and service delivery goals from a student perspective.
 - e. Writing division, department and organizational unit mission statements with a student perspective.

B. Classroom, Program and College Level Assessment -

1. Creating and implementing meaningful strategies to support course and program development and improvement. Addressing this issue requires:
 - a. Defining the best methods to systematically engage external constituents, such as employers and transfer institutions, in the process of program development and revision.
 - b. Evaluating the assessment skills of faculty, and offering comprehensive professional development opportunities in the area of classroom-based assessment.

- c. Using student learning outcomes as core information to guide the development and revision of courses and programs.
- d. Improving methods for assessing the relevance of establishing or continuing partnership activities with external agencies/groups.
- e. Including outcomes assessment activities as part of all institutional plans.

C. General Education -

- 1. Strengthening the College's current General Education Program to ensure the goals set out in the College's Mission are effectively achieved. Addressing this issue requires:
 - a. Developing new methods to assess general education outcomes.
 - b. Assessing student outcomes resulting from current General Education Requirements.
 - c. Developing a comprehensive vision of general education preparation that includes the expectations of employers, transfer institutions, external accreditors, and students.
 - d. Restructuring General Education requirements based upon identified gaps between general education vision and current student outcomes.

D. External Accountability Standards -

- 1. Refining and expanding accountability standards and effectiveness indicators that are both appropriate for external constituents and supportive of the comprehensive community college mission. Addressing this issue requires:
 - a. Collaborating with other Pennsylvania community colleges to develop appropriate statewide measures.
 - b. Identifying and building upon best practices in effectiveness reporting elsewhere in country and adopt or adapt as appropriate to the College's Mission.
 - c. Maintaining external scan activities to understand shifts in public policy and external constituents' expectations.

E. Student Learning Outcomes -

- 1. Building on current classroom-based models for assessing student learning, implement College-wide assessment of student learning at the classroom level. Addressing this issue requires:

- a. Developing a clear statement of appropriate student learning outcomes for each course (not section) that are appropriate for the career, transfer and life long learning goals of students.
 - b. Establishing benchmarks for assessing student success in achieving outcomes.
 - c. Offering professional development for faculty in the area of student learning outcomes, conflict resolution, managing change, and team building.
 - d. Tying faculty evaluation procedures to student learning outcomes.
2. Ensuring student learning meets the needs of students for subsequent employment and transfer. Addressing this issue requires:
- a. Modifying curricula to address ongoing changes in technology to ensure students can meet current and evolving labor market needs.
 - b. Defining and infusing appropriate work-readiness skills into curricula.
3. Striving to ensure that all students are equally able to achieve their goals for enrolling at the College. Addressing this issue requires:
- a. Improving methods to identify at-risk students at time of entry.
 - b. Creating individualized success strategies implemented on a timely basis.
 - c. Helping students to define realistic and meaningful educational goals.
 - d. Continuing to assess impact of intervention strategies to determine both their effectiveness and efficiency.

PART II

ENROLLMENT MANAGEMENT

F. College Image -

1. Creating an image for the College that reflects the Mission and maximizes opportunity for programmatic and financial success. Addressing this issue requires:
 - a. Highlighting College strengths (e.g., faculty, successful graduates, science programs, etc.)
 - b. Fully documenting the impact of College on City and Region.
 - c. Creating a strong, positive image of the College with internal constituents (e.g., students, employees, Board, etc.)
 - d. Developing a sustained image, enhanced program designed to reach all targeted external constituencies.
 - e. Focusing special-image-enhancement strategies in areas where College image is currently known to be poorly defined or unfavorable, e.g., the corporate/employer community and potential donors.

G. Marketing –

1. Expanding and improving the College's marketing approaches. Addressing this issue requires:
 - a. Making better use of web technology.
 - b. Implementing more targeted marketing strategies.
 - c. Developing internal marketing strategies directed toward employees, current partners and students.
 - d. Representing the comprehensiveness of the College's mission in marketing materials.
 - e. Ensuring that marketing initiatives support the College's revenue development goals.
 - f. Finding better ways to capitalize on the potential marketing impacts of 44,000 current students.
 - g. Developing and implementing just-in-time marketing strategies to support quick-response program and service development.
 - h. Regularly assessing the effectiveness, efficiency and currency of current and new marketing strategies.

H. Recruitment and Retention of Students –

1. Creating support structures for students intended to maximize their persistence at the College until their educational goals are achieved. Addressing this issue requires:
 - a. Delivering counseling and advising approaches which are intended to ensure:
 - All students develop and follow an educational plan consistent with their goals.
 - Students understand the connection between career expectations and the required skill sets.
 - Students develop realistic expectations about time and effort required to reach their educational goals.
 - Students understand the importance of general education.
 - Students think about career goals earlier in their educational program.
 - b. Discouraging students from opting out of educational planning by using Liberal Arts as a de facto “undecided” major.
 - c. Proactively identifying and implementing best practices in student retention.
2. Improving integration of credit and noncredit, as well as on and off-campus programs, for curricular coherence and improved student retention. Addressing this issue requires:
 - a. Ensuring curricular collaboration across all academic divisions.
 - b. Systematically recruiting non-credit program students for credit programs.
 - c. Assessing student outcomes in all types of courses (credit and non-credit) as a basis to track student progress and coordinate academic programming.
 - d. Articulating credit and non-credit offerings in same discipline areas.

I. Program and Service Delivery Strategies –

1. Creating new, and strengthening current, course and program delivery strategies. Addressing this issue requires:
 - a. Developing a greater emphasis on internship, clinic, service learning and other active learning opportunities.
 - b. Increasing instructional delivery options.

- c. Providing appropriate support for students utilizing different delivery options.
- d. Facilitating student understanding about course delivery options and using them successfully to achieve educational goals.

J. Access –

- 1. Rethinking the mission concept of access in the context of current student and community needs, institutional vision/values and institutional effectiveness. Addressing this issue requires:
 - a. Identifying underserved constituencies (e.g., potential honors students, adults with continuing education interests, those with programmatic interests not offered by the College).
 - b. Developing criteria to use in determining which underserved constituencies will be made a priority in program and service expansion and development.
 - c. Examining the College's current approaches to academically under-prepared students. Address such issues as:
 - 1) Are current developmental programs optimally structured to meet students and College goals?
 - 2) Under what conditions and with what financial expectations for students should the College offer adult literacy programs?
 - d. Continuing efforts to develop strategic partnerships with high schools to increase students' entering skill levels and promote enrollment in higher education.

PART III

RESTRUCTURING FOR THE FUTURE

K. Governance

1. Evaluating and redesigning, as appropriate, the College's governance structures. Addressing this issue requires:
 - a. Assessing strengths and weaknesses of current College governance in the context of external standards and best practices, e.g., Middle States Characteristics of Excellence.
 - b. Defining appropriate and inappropriate roles for the current committee structure.
 - c. Clarifying role of the Board of Trustees.
 - d. Implementing organizational change strategies to accomplish desired revisions to College governance.
 - e. Examining decision-making approaches in the context of changing patterns of financial support, i.e., will new funding rules require different approaches to key decisions?

L. Building Organizational Capacity

1. Developing the improved capacity of the College to identify new ideas for programs and services, and to improve problem solving with respect to issues in the delivery of current programs and services. Addressing this issue requires:
 - a. Creating structures (e.g., College "Think Tank") which encourage multi-disciplinary, best thinking about current challenges and opportunities.
 - b. Improving opportunities for new ideas to be fully considered in an open fashion and without undue weight from past practice and current bureaucratic and contractual requirements.
 - c. Maintaining a College willingness to take risks and commit resources to promising new ideas.
2. Developing a faculty and staff that will ensure the College's effectiveness over the coming decades. Addressing this issue requires:
 - a. Implementing mission-focused, effective evaluations of staff and faculty.
 - b. Offering employee professional development tied carefully to an assessment of individual employee need focused on both technical skills and creating student-centered services and programs.

- c. Aligning new faculty and staff hiring with College vision, planning priorities and infrastructure improvement goals.
 - d. Mentoring for all new faculty and staff.
 - e. Hiring for future as well as current needs.
 - f. Developing new leaders.
 - g. Pursuing organizational efficiencies which will permit available faculty and staff positions to be placed in areas of greatest positive impact.
 - h. Creating a climate of broad-based participation where talented individuals do not feel under-valued and under-utilized.
3. Creating more productive collaboration between the Business and Industry Programs and Community Services staffs with the College's other college departments. Addressing this issue requires:
- a. Taking advantage of the traditional discipline and instructional development strengths of many academic departments without losing the flexibility and entrepreneurship needed to deliver a successful business and industry program.
 - b. Creating ad hoc, cross-functional teams who can respond quickly and fully to a new opportunity and ensure that all concerned units of the College respond appropriately and efficiently.
 - c. Creating appropriate communication approaches at all organizational levels so that inter-organizational unit disagreements are identified and do not become barriers to timely decision making and program/service implementation.

M. Organizational Culture

1. Developing a culture of high morale, engaged faculty and staff. Addressing this issue requires:
- a. Developing an understanding of what currently contributes to high and low morale and faculty/staff engagement.
 - b. Considering fully the MSA Self Study conclusions that high morale and engagement may be impeded by a failure to current decisions and actions to the College Mission, Vision and Values; and a failure to explicitly document use of student outcomes and environmental information in decision making.
 - c. Developing and implementing principles for encouraging faculty and staff engagement.
 - d. Capitalizing on skills/knowledge of new hires to create positive energy and identifying change strategies.

2. Creating an environment in which planning and change efforts have greatest opportunity for success. Addressing this issue requires:
 - a. Promoting a positive image for the College internally (College pride) and externally.
 - b. Developing a formal communication plan both internal and external, that promotes a clear understanding of institutional direction.
 - c. Revisiting position roles and acknowledging informal, effective networks that get things done in the College.
 - d. Cross-training for all staff. Eliminating the bureaucratic response and creating as much as possible one-stop service in all offices.
 - e. Shaping information to show its relation to mission, vision, values, planning priorities, etc.
 - f. Encouraging new ideas and positive change in a way that does not demean the past—but lets the College comfortably move in new directions.

N. Program and Service Addition and Deletion

1. Strengthening the College's ability to respond fully and efficiently to changing educational needs of the community. Addressing this issue requires:
 - a. Clearly defining communities to be served.
 - b. Developing effective methods to assess the educational needs of the communities to be served.
 - c. Having decision making based on clear priorities that align with Mission, Vision and Values.
 - d. Creating an organizational infrastructure that has the capacity and authority to act expeditiously.
2. Developing well-defined criteria and standards for program/service changes (additions, deletions, changes in size of effort). Addressing this issue requires:
 - a. Organizing structures with well-defined approaches to decision making.
 - b. Agreeing on assessment measures, and patterns and trends of greatest importance in program decision making.
 - c. Timely and effective collection and use of assessment data.
 - d. Timely, regular review of all programs and services.
 - e. Thoughtful communications to all constituents about both why and how changes to programs and services are being made.

3. Creating flexibility and encouragement of innovation in curriculum and course development and student service delivery. Addressing this issue requires:
 - a. Defining a streamlined way to pilot new course, program and service delivery strategies.
 - b. Encouraging and providing resources and experimental/innovative projects.
 - c. Streamlining approval procedures.

O. Diversity

1. Building upon the strengths and opportunities provided by a diverse urban community college, to create the greatest opportunities for student development and success. Address this issue requires:
 - a. Identifying and acting upon the strengths and opportunities that the College's diversity creates for student academic and personal growth.
 - b. Understanding student outcomes in the context of the many dimensions of diversity within the College (e.g., academic ability, age, physical abilities, ethnicity, socioeconomic background, etc.
 - c. Based upon the needs of students in various diversity categories, using best practices within and outside the College to promote student success in achieving their educational goals.

P. Entrepreneurship

1. Fostering timely innovation in the College's programs and services in a manner that promotes a positive financial return to the College. Addressing this issue requires:
 - a. Developing a culture where faculty and staff think of themselves as revenue enhancers, not revenue users.
 - b. Identifying and eliminating non-productive procedures in the delivery of programs and services.
 - c. Developing the capacity and image that will make the College a first-choice provider of customized programs, conferences and other potential revenue-generating services.
 - d. Reconceptualizing the roles that faculty can play in the development of educational programs and services.
 - e. Implementing the components of the 2003 Facility Master Plan that provide for a significant expansion in flexible, multi-purpose space.
 - f. Restructuring or expanding staff to support entrepreneurial programming.

Q. Financial Planning and Management

1. Responding promptly and fully to changes in College funding in a manner that provides the greatest positive impact on students, and promotes fullest achievement of College mission. Responding to this issue requires:
 - a. Proactively analyzing potential funding changes to understand possible impacts on the College.
 - b. Fully delineating possible College responses to funding changes and assessing impacts on students resulting from various responses.
 - c. Encouraging rapid decision making to avoid financial penalties and/or missed opportunities.

2. Ensuring the initial allocation of resources (financial and human) to be more consistent with the demands of new projects in order to encourage timely completion and successful outcomes. Responding to this issue requires:
 - a. Better initial project planning to fully understand all resource requirements.
 - b. Improving prioritization of potential projects.
 - c. A willingness to take increased financial risks in order to improve College performance.

R. Technology

1. Ensuring the success of the OASIS (Banner) Project in all parts of the College. Addressing this issue requires:
 - a. Offering well-designed mandatory training for all faculty and staff.
 - b. Developing informed leadership in all areas to support achievement of the Banner systems potentials.
 - c. Creating and maintaining a willingness to restructure offices and faculty and staff duties to best meet student needs.

CONSIDERATIONS IN DEVELOPING SUGGESTED OUTCOMES FOR THE STRATEGIC PLANNING ISSUES

- 1.** The suggested outcomes should help answer the question—how will we know if we are successful in addressing the issue?
- 2.** Suggested outcomes should explicitly or implicitly reflect the College's Mission, Vision and Values Statements.
- 3.** Where appropriate, the suggested outcomes should be written in a manner that makes the intended impacts on students explicit.
- 4.** Suggested outcomes should be written in way that makes it possible for the achievement of the outcome to be objectively determined.
- 5.** Improved processes can be part of, but should not be the only, suggested outcomes for an issue.
- 6.** Suggested outcomes should be achievable with a reasonable allocation of resources i.e. proposed outcomes which require an extraordinary amount of new resources in a very short time period should be avoided unless there is a feasible strategy available to obtain the needed new resources.
- 7.** Suggested outcomes should be written in a manner that significant accomplishment is possible within a three to four year time horizon.