

**SUMMARY OF DISCUSSIONS  
ON POTENTIAL PLANNING ISSUES**

**COMMUNITY COLLEGE OF PHILADELPHIA  
STRATEGIC PLANNING RETREAT  
MAY 13, 2004**

**PART A – QUALITY AND  
ACCOUNTABILITY**

**PART B – ENROLLMENT  
MANAGEMENT**

**PART C – RESTRUCTURING FOR  
THE FUTURE**

## PART A

### QUALITY AND ACCOUNTABILITY NOTES (Grosset/Niven)

1. Organizational Unit Effectiveness  
Strengthening quality, innovation, and effectiveness in the delivery of programs and services. Addressing this issue requires:
  - A. Ensuring that regular, mission-focused evaluations occur for organization units within the College.
  - B. Improving mechanisms to identify and incorporate best practices in the delivery of programs and services.
  - C. Developing institution-wide methods to document quality, innovation, and effectiveness in the delivery of programs and services.
  - D. Establishing throughout the College a commitment to excellence and accuracy in work results and a structure that includes quality controls.
  
2. Organizational Unit Effectiveness –  
Developing a more student-centered culture throughout the College. Addressing this issue requires:
  - A. Creating a college-wide commitment to mutual respect.
  - B. Maintaining ongoing, effective customer-service training for all student/staff support units.
  - C. Developing course, program and service delivery goals from a student perspective.
  - D. Writing organization unit mission statements with a student perspective.
  
3. Classroom, Program and College Level Assessment -  
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. Improving methods for assessing the relevance of establishing or continuing partnership activities with external agencies/groups.
  - D. Including outcomes assessment activities as part of all institutional plans.

4. General Education -  
Strengthening the College's current General Education Program. 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 and students.
  - D. Restructuring General Education requirements based upon identified gaps between general education vision and current student outcomes.
  
5. External Accountability Standards -  
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. Collaboration with other Pennsylvania community colleges to develop appropriate statewide measures.
  - B. Identifying and building upon best practices in effectiveness reporting elsewhere in country.
  - C. Maintaining external scan activities to understand shifts in public policy and external constituents' expectations.
  
6. Student Learning Outcomes -  
Developing classroom-based models for assessing student learning. Addressing this issue requires:
  - A. Developing a clear statement of appropriate student learning outcomes for each course (not section).
  - B. Professional development for faculty.
  - C. Faculty evaluation procedures tied to student learning outcomes.
  
7. Student Learning Outcomes -  
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 develop requisite skills.
  - B. Defining and infusing appropriate work-readiness skills into curricula.

8. Parity in Student Outcomes -  
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 B

### ENROLLMENT MANAGEMENT (Gay/Tobia)

9. College Image  
Creating an image for the College that maximizes opportunity for programmatic and financial success. Addressing this issue requires:
  - A. Identifying College strengths and weaknesses (e.g., faculty, successful graduates, science programs, etc.)
  - B. Developing an appropriate consistent image for each constituency.
  - C. Fully documenting the impact of College on City and Region.
  - D. Making an improved College image with corporate/employer community a priority.
  
10. Marketing -  
Expanding and improving the College's marketing approaches. Addressing this issue requires:
  - A. Better use of web technology.
  - B. More targeted marketing strategies.
  - C. Representing the comprehensiveness of the College's mission in marketing materials.
  - D. Ensuring that marketing initiatives support the College's revenue development goals.
  - E. Developing internal marketing strategies directed toward employees, current partners and students.
  - F. Assessing the effectiveness and efficiency of current and new marketing strategies.
  
11. Recruitment and Retention of Students -  
Responding to diverse abilities and expectations of students. Addressing this issue requires:
  - A. Helping students to understand the connection between career expectations and the required skill sets.
  - B. Helping students to develop realistic expectations about time and effort required to reach goals.
  - C. Helping students to understand the importance of general education.
  - D. Encouraging students to think about career goals earlier in their educational program.

12. Recruitment and Retention of Students -  
Developing targeted student retention strategies. Addressing this issue requires:
  - A. Ensuring that there is an individualized student plan for every student.
  - B. Helping students to manage career/life/education commitments.
  - C. Discouraging use of the Liberal Arts for undecided students.  
Encouraging enrollment in a program consistent with students' current interests.
  - D. Identifying and implementing best practices in student retention.
  
13. Recruitment and Retention of Students  
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).
  - D. Articulating credit and non-credit offerings in same discipline areas.
  
14. Program and Service Delivery Strategies -  
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 opportunities to develop meaningful work skills.
  - 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.
  
15. Access -  
Clarifying the College's commitment to students with significant developmental education needs. Addressing this issue requires:
  - A. Determining if better programs or instructional strategies can be employed for lower level developmental (e.g., CAP A) students.
  - B. Examining if giving students exposure to more disciplines would strengthen developmental education.
  - C. Continuing efforts to develop strategic partnerships with high schools to increase students' entering skill levels and promote enrollment in higher education.

## PART C

### RESTRUCTURING FOR THE FUTURE (Hawk/Thompson)

16. Program and Service Addition and Deletion -  
Strengthening the College's ability to respond fully and efficiently to changing educational needs of the community. Addressing this issue requires:
  - A. Decision making based on clear priorities.
  - B. An organizational infrastructure that has skills and authority to act immediately.
  - C. A clear definition of communities to be served.
  
17. Program and Service Addition and Deletion -  
Developing clear criteria and standards for program/service changes (additions, deletions, changes in size of effort). Addressing this issue requires:
  - A. Well-defined decision-making structures.
  - B. Effective collection and use of outcomes data.
  - C. Agreement on measures, and patterns and trends of greatest importance in program decision making.
  - D. Timely, regular review of all programs and services.
  - E. Thoughtful communications to all constituents about changes
  
18. Building Organizational Capacity –  
Creating productive collaboration between the Business and Industry Programs staff and the College's other academic departments. Addressing this issue requires:
  - A. Taking advantage of the traditional strengths of many academic departments without losing the flexibility and entrepreneurship needed to deliver a successful business and industry program.
  
19. Program and Service Addition and Deletion -  
Creating flexibility and encouragement of innovation in curriculum and course development. Addressing this issue requires:
  - A. Considering potential role for pilot courses and pilot programs.
  - B. Encouraging and supporting experimental/innovative projects.
  - C. Streamlining approval procedures.

20. Building Organizational Capacity -  
Developing a culture of high morale, engaged faculty and staff. Addressing this issue requires:
- A. Connecting decisions and actions to the College mission and vision at all levels.
  - B. Tying decisions and actions to credible outcomes and environmental information.
  - C. Developing and following principles for promoting faculty and staff engagement.
  - D. Capitalizing on skills/knowledge of new hires to create positive energy and identifying change strategies.
21. Building Organizational Capacity -  
Developing a faculty and staff that will ensure the College's effectiveness over the coming decades. Addressing this issue requires:
- A. Mission-focused, effective evaluations of staff and faculty.
  - B. Meaningful professional development for all faculty and staff focused on both technical skills and creating student-centered services and supports.
  - C. Aligning 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.
22. Governance -  
Evaluating and redesigning, as appropriate, the College's governance structures. Addressing this issue requires:
- A. Identifying appropriate review mechanisms for different types of decisions, i.e., what is the best way for different types of decisions to be made?
  - B. Defining appropriate and inappropriate roles for the current committee structure.
  - C. Clarifying role of the Board of Trustees.
  - D. 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?

23. Diversity -  
Restructuring the College to better meet the needs of a diverse student body. Addressing this issue requires:
- A. Fully identifying all dimensions of diversity to be addressed, e.g., age, academic ability, physical abilities, sex, ethnicity, socioeconomic background, etc.
  - B. Understanding the differential impact (if any) of programs and services on individuals in various diversity categories.
  - C. Developing a commitment by all faculty and staff to understand and respond to the needs of individuals in various diversity groups.
24. Entrepreneurship -  
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. Identifying and eliminating cultural barriers to change within the College.
  - B. Identifying and eliminating non-productive procedures.
  - C. Developing an image for the College 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 delivery of special 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.
25. Organizational Culture -  
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. Revisit position roles/acknowledge informal, effective networks that get things done in the College.
  - D. Cross-training for all staff. Eliminate the bureaucratic response and create as much as possible one-stop service in all offices.
  - E. Shaping information to show its relation to mission, vision, planning priorities, etc.

- F. Encourage new ideas and positive change in a way that does not demean the past—but lets the College comfortably move in new directions.
26. OASIS Project -  
Ensuring the success of the OASIS (Banner) Project in all parts of the College.  
Addressing this issue requires:
- A. 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. A willingness to restructure offices and faculty and staff duties to best meet student needs.
27. Financial Planning and Management -  
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. Proactive analysis of potential funding changes to understand possible impacts on the College.
  - B. Full delineation of possible College responses to funding changes and an assessment of impacts on students resulting from various responses.
  - C. Rapid decision making to avoid financial penalties and/or missed opportunities.