

PART I

QUALITY AND ACCOUNTABILITY

A. Organizational Unit Effectiveness

Goal A1. The College will enhance quality, innovation, and effectiveness in the delivery of academic, administrative, and student support services.

Objectives

- a. Mission and vision statements that reflect the Institutional Mission and Vision will be developed for each organizational unit of the College.
- b. Annual operational plans and progress reports for each organizational unit will be developed and linked to the College's Strategic Plan.
- c. Best practices in the delivery of academic, administrative, and student support services will be identified systematically and incorporated, when feasible and appropriate, into organizational unit procedures.
- d. Regular mission-focused evaluations will occur within all the College's organizational units. The assessments will address: achievement of organizational mission and goals; annual operating goal and objective achievements; contributions to Strategic Plan objectives; impacts on student outcomes; efficiency in resource usage; and the extent to which the unit has adopted best practices.

Summary List of Potential Implementation Steps

Leadership Responsibility: Executive Assistant to the President and Cabinet

- a. Responsibility for coordinating organizational unit evaluations will be assigned to the Executive Assistant to the President.
- b. Cabinet will develop an implementation schedule for organizational unit assessments.
- c. Procedures and professional development strategies needed to support the organizational unit assessments will be established.
- d. A targeted number of assessments will be completed each year. Results will be used for organizational renewal.

Desired Outcomes

- a. Organization unit mission and vision statements are developed and accepted by Cabinet.
- b. A targeted number of organizational units successfully complete evaluations each year.
- c. There is documented use of organizational unit assessment information to set priorities, allocate resources, improve and gain efficiencies in organizational unit services and processes.
- d. As appropriate to the organizational unit mission, there is documented improvement in student satisfaction and student outcomes and/or in satisfaction by other constituents served by the organizational unit.
- e. Organizational units demonstrate that best practices in comparable settings have been reviewed and incorporated where feasible.
- f. Organizational unit activities demonstrate a commitment to supporting the College's strategic planning goals.

A. Organizational Unit Effectiveness

Goal A2. The College will establish a more student-centered culture.

Objectives

- a. The College's assessment activities will provide ongoing information on the needs of student groups.
- b. Practices and policies will be developed that reflect the diverse needs of the student body with an emphasis on individualized responses to student needs rather than a one-size-fits-all approach.
- c. The College community will promote greater respect for each other – students, faculty, and staff – and also for the College's physical facilities and environment.
- d. Annually the College will offer student-centered, customer-service training to all areas of the College.
- e. Students will consistently be considered a primary audience in decision making and communications.

- f. Channels of communication will be organized so that students may express concerns and participate in dialogues related to internal and external issues.
- g. Administrative procedures will be improved to result in less student time devoted to enrollment-related procedures.
- h. Classrooms will become student-learning centered as opposed to teaching centered. Faculty will create a climate of acceptance by utilizing a variety of instructional techniques to take advantage of student learning styles.
- i. Student collaborations with faculty and the community will be encouraged in academic, social and cultural programs and activities.

Summary List of Potential Implementation Steps

Leadership Responsibility: Academic Affairs and Student Affairs

- a. An existing or new joint Student Affairs/Academic Affairs Committee will provide oversight and monitor activities and progress in this area, and provide regular progress reports to the College community.
- b. The joint committee will provide leadership in identifying national best practices and benchmarks in the area of student-centered teaching and facilitate their implementation at the College.
- c. A college-wide, ongoing professional development program on student-centeredness issues will be established.
- d. Systems to track and monitor resolution of student complaints and grievances will be developed.
- e. The student-evaluation-of-faculty process will be revised to be more student-centered.

Desired Outcomes

- a. There is demonstrated improvement in student success in the classroom and student goal achievement.
- b. Student retention to completion of higher education goals is increased per established College goals.
- c. Communications with students are improved.

- d. The image of the College is improved.
- e. There are documented increases in student satisfaction.
- f. Student grievances, complaints and concerns are responded to efficiently and satisfactorily.

B. Program, Course and Classroom Assessment

Goal B1. The College will identify and implement improved strategies to support course and program assessment and renewal.

Objectives

- a. Assessment plans will be developed and/or updated to guide the ongoing evaluation of program and course effectiveness.
- b. Academic program goals will consistently incorporate student learning outcomes.
- c. Students in all sections of a course will achieve consistent student learning outcomes.
- d. External stakeholders, such as employers and transfer institution representatives, will be systematically engaged in the process of course and program assessment and renewal.
- e. All courses will be developed with evaluation procedures as a required component of the course package presented for approval.
- f. Information concerning student learning outcomes will be used to systematically guide the development and revision of courses and programs.

Summary List of Potential Implementation Steps

Leadership Responsibility: Academic Affairs; Division Deans

- a. Program and course evaluation activities will be coordinated by the Academic Affairs Office. An evaluation schedule that complies with, or exceeds, the requirements of Chapter 335 regulations will be established.

- b. The Curriculum Facilitation Team (CFT) will review course design and evaluation procedures to ensure continued effectiveness.
- c. The program and academic course audit procedures will be evaluated and revised as needed to ensure its effectiveness to the process of program and course renewal.
- d. Internal and external benchmarks will be used to assess program and course effectiveness.
- e. The following steps will be undertaken to strengthen the role of Advisory Committees:
 - 1. Department Heads will receive training in the effective use of Advisory Committees for program renewal.
 - 2. Membership and terms of current committees will be reviewed and adjusted as necessary.
 - 3. A systematic process for encouraging feedback from committees will be established.
 - 4. Use of Advisory Committee feedback to improve the program will be documented.

Desired Outcomes

- a. A targeted number of program and course audits are completed each year.
- b. Each course and program audit documents strengths as well as a continued commitment to improve programs and courses.
- c. Students exiting from all sections of a course demonstrate comparable student learning outcomes as evidenced by such data as performance on common exams, portfolio assessments, etc.
- d. Students demonstrate measurable improvements in performance in second level and other courses requiring prerequisite course skills.
- e. Graduates of a program demonstrate consistent achievement of program goals related to student learning outcomes.

B. Program, Course and Classroom Assessment

Goal B2. Building upon current efforts, a college-wide approach to assess student learning at the classroom level will be developed and implemented.

Objectives

- a. Clear statements of expected student learning outcomes will be developed for each credit and non-credit course.
- b. All faculty will participate in professional development opportunities focused on helping them to become more effective in understanding the relationships between teaching styles and student learning.
- c. All faculty will become proficient in, and employ, the use of classroom-based assessments to improve teaching.

Summary List of Potential Implementation Steps

Leadership Responsibility: Academic Affairs

- a. An Academic Affairs Master Plan will be developed with a detailed plan to address this goal.
- b. A faculty group, representing both credit and non-credit courses, will assume the responsibility for identifying successful classroom-based assessment models, professional development needs of faculty in the area of classroom assessment, and methods for engaging faculty in the classroom assessment process.
- c. There will be a commitment of institutional resources to this issue that includes:
 - 1. Wide access to technological tools that support classroom-based assessment.
 - 2. Faculty/staff participation in professional development opportunities offered internally and externally.
 - 3. Use of external assessment consultants to help faculty understand best practices in classroom assessment for the improvement of teaching.

Desired Outcomes

- a. All faculty use classroom-based assessments to improve their teaching.
- b. Faculty evaluation procedures consider the faculty member's use of student learning outcomes to improve teaching and learning.
- c. There is documented improvement in student learning in the College's courses.

C. General Education

Goal C1. The College will ensure that General Education goals meet the educational needs of students.
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Objectives

- a. Based upon an assessment of students' current General Education outcomes, the current General Education goals will be reviewed and revised as necessary. These goals will be consistent with the College Mission and meet the needs of students, employers, transfer institutions and external accreditors.
- b. General Education requirements will be clearly and accurately communicated to all constituencies.
- c. Assessment of General Education outcomes will be a part of the overall assessment of student learning.

Summary List of Potential Implementation Steps

Leadership Responsibility: Academic Affairs Department Heads; Faculty

- a. The Academic Affairs Master Plan will include a detailed implementation plan for reviewing and improving General Education.
- b. Academic Affairs will clarify current General Education requirements; identify dimensions of the Mission that are not adequately addressed by the current requirements; and amend General Education requirements as necessary.
- c. An ongoing comprehensive evaluation process will be developed to assess student learning outcomes, in general, and General Education requirements specifically.

- d. Based upon the results of the evaluation process, the College's General Education will be restructured as appropriate.
- e. All institutional publications/communication approaches will be revised regularly so that they accurately reflect current General Education requirements.

Desired Outcomes

- a. Students and graduates demonstrate appropriate proficiencies in areas defined by the College's General Education Requirements.
- b. Assessment of General Education outcomes leads to curricular improvement.

D. Student Outcomes

Goal D1. The pursuit of parity in student outcomes will guide institutional decision making.

Objectives

- a. Student outcomes will be analyzed in the context of the many dimensions of diversity within the College (e.g., academic ability, age, physical abilities, ethnicity, socioeconomic background, etc.)
- b. The College will develop and implement intervention strategies to improve parity in student learning outcomes.
- c. Policies and procedures will reflect the commitment to achieving parity in student outcomes.
- d. Based upon the needs of students in various diversity categories, best practices (within and outside the College) will be used to promote student success in achieving their educational goals.
- e. College resource allocations will be aligned with the goal of achieving parity in student outcomes.

Summary List of Potential Implementation Steps

Leadership Responsibility: Academic Affairs, Student Affairs,
Institutional Research

- a. Under the leadership of the Office of Institutional Research, the Data Quality Task Force will establish appropriate dimensions of student diversity to build into assessment models of student academic achievement and persistence.
- b. Institutional benchmarks will be established to assess student achievement and persistence.
- c. Institutional processes will be developed to ensure student goal information is accurate and effectively used to develop individual educational plans for all students.
- d. Systemic approaches based upon best practices within and outside of the classroom will be designed and implemented.
- e. Assessment of student achievement will be ongoing and evaluation information used to adjust the approaches in place to ensure parity in student outcomes.
- f. Resource allocations to support achievement of this goal will be tied to documented success.

Desired Outcomes

- a. Annually the College will make progress in eliminating disparities in student outcomes across diversity categories.

E. External Accountability Standards

<p>Goal E1. The College will work to refine current and develop new accountability standards and effectiveness indicators that are appropriate for external stakeholders and supportive of the comprehensive community college mission.</p>
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Objectives

- a. The College will collaborate with other Pennsylvania and/or regional colleges to develop appropriate statewide and regional measures.

- b. To the extent possible, the College will collaborate with other community colleges to positively influence performance and reporting standards being proposed at the national level.
- c. The College will adopt effectiveness reporting that builds upon best practices used elsewhere in the country.
- d. External scan activities will be maintained and strengthened to both understand shifts in public policy and external stakeholders' expectations, and be used as a guide for performance reporting.

Summary List of Potential Implementation Steps

Leadership Responsibility: Cabinet

- a. The College will actively participate in Statewide efforts to identify and collect common Statewide performance measures.
- b. The Office of Institutional Research will maintain an active environment scanning process to monitor evolving standards in performance reporting.
- c. College performance reporting will be revised to reflect emerging standards.
- d. College staff will actively seek opportunities to inform and influence the reporting and performance standards that are being proposed for public community colleges.

Desired Outcomes

- a. The College is successfully able to influence the directions taken in external reporting standards.
- b. College reporting is viewed by external stakeholders as meaningful and sufficiently comprehensive.

PART II
ENROLLMENT MANAGEMENT

F. College Image

Goal F1. The College will create an image-enhancement plan that reflects the Mission and supports the College's achievement of programmatic and financial success.

Objectives

- a. A sustained image-enhancement plan designed to reach all targeted external stakeholders will be developed and implemented.
- b. As part of the image-enhancement plan, there will also be a focus on developing a strong, positive image of the College among internal constituents (e.g., students, employees, Board members, etc.).
- c. Key evidence of College effectiveness tied to current strategic objectives will be used in marketing and other image-enhancing activities.
- d. Strategies to monitor perceptions held of the College by key external stakeholders will be identified.

Summary List of Potential Implementation Steps

Leadership Responsibility: Cabinet

- a. Under the leadership of the Cabinet, a plan to enhance the College's image will be developed that includes a special emphasis on areas where the College image is presently poorly defined or unfavorable, e.g., academically talented high school students, the corporate/employer community, community-based agencies, potential donors, and high school counselors and teachers.
- b. If appropriate, external consultants will be used to provide advice on specific image-enhancement issues.
- c. Key evidence of College effectiveness tied to current strategic objectives will be used in marketing and other image-enhancing activities. Examples of potential information include: faculty achievements, successful graduates and former students, outstanding programs, and economic impacts of the College on the region.

Desired Outcomes

- a. There is growth in the percentage of targeted external stakeholders holding a positive image of the College.
- b. There is growth in the percentage of internal constituents that hold a positive image of the College.
- c. Resource development and public support is improved.

G. Marketing

<p>Goal G1. The College will create a comprehensive marketing plan that utilizes targeted approaches tied directly to the College's Mission, strategic directions and image-enhancement goals.</p>

Objectives

- a. The use of web technology in marketing will be expanded and integrated with other marketing efforts.
- b. Targeted marketing strategies will be identified and implemented.
- c. Internal marketing strategies directed toward employees, current partners and students will be developed and implemented to ensure current constituents are informed advocates for the College.
- d. "Just-in-time" marketing strategies will be initiated to support quick-response program and service development.
- e. There will be an expansion of marketing initiatives that support the College's revenue development goals, e.g., City and State funding, private donations, corporate giving, etc.
- f. Current and new marketing strategies will be regularly assessed for their effectiveness and cost benefit and revised if necessary.

Summary List of Potential Implementation Steps

Leadership Responsibility: Cabinet

- a. Under the leadership of the Cabinet, a comprehensive Marketing Plan will be developed.

- b. Examples of areas where enhanced marketing strategies will be employed include: specific programs and services (to be defined); high school counselors and teachers; parents; student populations currently underrepresented at the College; and the business and industry community.
- c. Assessment of marketing strategies effectiveness will be used to guide future marketing resource allocations.

Desired Outcomes

- a. Student enrollment goals are met.
- b. Corporate and other stakeholder program partnership goals are met.
- c. Private gift-giving goals are met.
- d. Public financial support goals are met.
- e. Marketing strategies are revised based upon the results from assessing their effectiveness.

H. Recruitment and Retention of Students

<p>Goal H1. The College will enhance and create new systemic support structures designed to encourage students' academic success and persistence at the College until their educational goals are achieved.</p>
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Objectives

- a. Tracking systems will be maintained which permit student persistence and academic success to be assessed and described relative to students' goals and educational plans, and institutional expectations for the students.
- b. Faculty and staff will develop the knowledge and skills needed to identify high-risk behaviors in students and other potential barriers to student success.
- c. Faculty and staff will be committed to assisting students find and use resources to enhance their success at the College.
- d. Student retention and success programs will be enhanced and expanded. These efforts, which will be available to all students, will be systematic and targeted to the needs of individual students.

Summary List of Potential Implementation Steps

Leadership Responsibility: Student Affairs and Academic Affairs

- a. Overall implementation planning for this goal will be within the framework of the Enrollment Management Planning process.
- b. Faculty and staff will be engaged in the process of encouraging greater student persistence by:
 - 1. Defining the role of faculty and counselors in the persistence of students.
 - 2. Developing faculty peer mentoring to encourage sharing of successful strategies to support student persistence at the course and program level.
 - 3. Faculty and staff hiring decisions and evaluations will specifically consider individuals' potential contributions and effectiveness in promoting student success and persistence.
 - 4. Professional development opportunities focused on student success strategies will be provided regularly to faculty and staff.
- c. Early warning and intervention systems and orientation programs designed to encourage student persistence in first semester/year will be strengthened.
- d. Systems implementation teams will ensure that student tracking is possible with the transition from legacy to Banner systems.

Desired Outcomes

- a. Student persistence and academic success rates meet annual targets.

H. Recruitment and Retention of Students

<p>Goal H2. The College will improve upon the integration of credit and non-credit programs to create flexible options for continuous learning and promote improved student retention.</p>

Objectives

- a. Internal marketing strategies will be implemented to increase understanding by all internal constituents of all program options.

- b. Strengthened approaches will be developed for recruiting students who initially enter the college as non-credit students into credit programs.
- c. The College will use systematically-gathered customer feedback to improve course offerings and delivery strategies.
- d. Student transcripts will be expanded to incorporate complete information on all student curricular and co-curricular experiences to identify potential gaps in current offerings and facilitate planning for student educational experiences.
- e. Advising, counseling, and other educational support services will be redesigned and tailored to address the needs of all students.
- f. The College will be state-of-the-art in using technology to provide students and faculty/staff to assess student progress in achieving their educational goals.

Summary List of Potential Implementation Steps

Leadership Responsibility: Student Affairs and Academic Affairs

- a. Academic Affairs will identify and implement continuous learning opportunities for all students.
- b. Student and Academic Affairs will modify and expand support services to better meet the needs of credit and non-credit students.
- c. Student and Academic Affairs will identify desirable expansion to the College's transcript information, and implement feasible modifications in the Banner environment.
- d. New continuous learning opportunities will be assessed for their impact on student persistence and goal achievement and revised accordingly.

Desired Outcomes

- a. Specific targets for recruiting non-credit students into credit students are met.
- b. Specific targets for recruiting credit students and graduates to re-enroll or continue in another program are met.
- c. There is demonstrated improvement in the number of credit and non-credit students who achieve their educational goals for enrolling at the College.

- d. Institutional goals for improved student retention are met.

H. Recruitment and Retention of Students

Goal H3. The College will develop new and enhanced existing partnership programs with Philadelphia school districts designed to promote students' subsequent enrollment and success in higher education in general, and at CCP specifically.

Objectives

- a. Dual enrollment programs will be expanded in size and programmatic scope.
- b. Summer programs focused on preparing high school students for the transition to college will be expanded.
- c. CCP summer institute programs for high school students with special interests, such as computer technology, will be developed.
- d. The Advanced Tech at College (ATC) Program will be successful and expanded, if feasible.
- e. Middle-school-level programs with a focus on creating interest in attending higher education after high school will be developed and offered.

Summary List of Potential Implementation Steps

Leadership Responsibility: Academic Affairs

- a. Annually, through the Academic Affairs planning process, new programmatic opportunities will be developed.
- b. Based upon demonstrated success and available resources, current programmatic initiatives will be expanded.

Desired Outcomes

- a. Headcounts in the Dual Enrollment Programs increase.
- b. The number of Philadelphia high school students enrolling at CCP within one year after graduating from high school meets institutional enrollment targets.

- c. The College attendance and success rates of high school students enrolled in CCP programs grow on an annual basis.

I. Program Delivery Strategies

<p>Goal II. The College will create new, and strengthen current, flexible course and program delivery options.</p>

Objectives

- a. Flexible instructional delivery options (e.g., accelerated programs, on-line courses, weekend programs) will be expanded.
- b. The impacts of the instructional delivery changes on student enrollment and goal achievement will be assessed and used to modify future delivery strategies.
- c. Academic and student support services will be modified to support the needs of students utilizing flexible instructional delivery options.
- d. New opportunities will be built into curricular design for students to develop strengthened employment skills through activities such as internships, clinic experiences, and service learning.
- e. Existing courses and support services will be repackaged to create new program options for students.
- f. Programs will be developed to take advantage of existing facility capacity in afternoons and weekends.

Summary List of Potential Implementation Steps

Leadership Responsibility: Academic Affairs and Student Affairs

- a. The Cabinet will work to establish college-wide agreement that flexible instructional delivery options should be expanded in order to better meet the needs of current and potential students.
- b. Academic divisions and departments will identify instructional delivery models and opportunities to create greater flexibility in course and program delivery options.
- c. Identified delivery models will be implemented and assessed for effectiveness.

- d. Using the resources available in Banner, flexible student services to support instructional delivery models will be implemented and assessed for effectiveness.

Desired Outcomes

- a. Enrollment goals and student success targets are established and met.
- b. Students indicate increased satisfaction with the range of course and delivery options available at the College.
- c. Marketing strategies to build student awareness of, and interest in, the full range of instructional delivery models will be developed, implemented, and assessed for effectiveness.

PART III
RESTRUCTURING FOR THE FUTURE

J. Governance

Goal J1. The College will evaluate and redesign, as appropriate, its shared-governance structures with the goals of clarifying decision making, eliminating redundant steps and enabling more rapid decision making.

Objectives

- a. The current College governance structure will be assessed in the context of external standards and best practices, e.g., Middle States Characteristics of Excellence and the results of the 2004 Middle States Self Study and team evaluation.
- b. Redundant procedural steps will be removed from the current governance process.
- c. Alternative decision making structures will be created to address issues not handled effectively by the current governance model.
- d. Decisions will be made in a timeframe that permits the College's expectations for a project's completion to be achieved.

Summary List of Potential Implementation Steps

Leadership Responsibility: Ad Hoc Governance Committee

- a. An ad hoc Governance Committee will assess the College's current governance system in the context of MSA standards and identify apparent deficiencies.
- b. As determined to be desirable by the ad hoc Governance Committee, decision-making approaches will be defined that are appropriate for the nature of decisions being made.
- c. Internal Board of Trustee discussions will continue to define ways that the Board can provide more assistance to the College on the key issues of greatest importance.
- d. If necessary, contractual changes will be pursued through normal collective bargaining procedures.

Desired Outcomes

- a. The College's governance structure is documented with roles and responsibilities of all decision-making units defined.
- b. Appropriate new structures are established to address issues that are not handled in a timely, effective fashion by current governance structures.
- c. Key decisions are consistently made within the targeted timeframe.

K. Programs and Services: Additions, Deletions and Improvements

Goal K1. In the context of changing resources and expectations for the College, the College will strengthen its ability to identify and set priorities for an effective response to the changing educational needs of its communities.

Objectives

- a. The mission concept of access will be reexamined in the context of current student and community needs, institutional vision/values, institutional effectiveness, and changing patterns of resource availability.
- b. The College will identify unmet educational needs in the City by establishing criteria to determine which underserved constituencies (e.g., potential honors students, adults with continuing education interests, those with programmatic interests not offered by the College) will be a priority in program and service expansion and development.
- c. Mission-centered criteria and standards for program/service changes (additions, deletions, modifications to size of effort) will be developed.
- d. Timely review of all programs and services will occur so that College resources are not inappropriately tied up offering programs and services of limited effectiveness and/or value for the communities served by the College.

Summary List of Potential Implementation Steps

Leadership Responsibility: Educational Priorities Task Force

- a. A representative Educational Priorities Task Force will develop approaches to identify unmet community needs and will develop criteria for use in program and service revision, addition, and deletion.
- b. Based upon available resources, the identified community needs, and criteria for program and service change, the Cabinet will ensure:
 1. Current program and service evaluations occur with a special emphasis on eliminating inefficiency and redundancy in service delivery.
 2. Priorities for new programs and services are set in the context of available resources.
 3. Programs and services for elimination or downsizing are identified.
- c. The Cabinet will utilize the 2003 Facility Master Plan as a basis to set priorities for critical facility changes needed to accommodate new programs and service delivery strategies.
- d. A key consideration in assessing current programs and services will be whether current approaches to offering adult literacy and lower level remedial programs (e.g., CAP-A) should be continued in their current form or revised to better meet student and community needs.

Desired Outcomes

- a. The College's commitment to programs and services is consistent with available resources.
- b. A comprehensive listing of the intended audiences for the College's programs and services is developed.
- c. Methodologies for identifying the educational and support service needs of groups targeted for service exist.
- d. Criteria are developed to guide decision making with respect to programmatic and service changes.
- e. All current programs and services are assessed on a regular basis to ensure consistency with criteria set for offering programs and services.
- f. Current program and service offerings are adjusted as-needed to reflect evolving needs in the communities served by the College.

- g. New programs to promote increased access to College programs and services are implemented.

K. Programs and Services: Additions, Deletions and Improvements

Goal K2. The College will foster timely innovation in the development of new programs and services in a manner that promotes the College's educational effectiveness and a positive financial return to the College.

Objectives

- a. An organizational culture will be developed in which faculty and staff think of themselves as revenue enhancers, not just revenue users.
- b. Experimentation with new program and service offerings will be encouraged with departmental incentives and easier access to the resources required for implementation of the desired innovation.
- c. The College will develop the capacity and expertise that will make it a first-choice provider of customized programs, conferences and other potential revenue-generating services for targeted client groups.
- d. Successful innovation will be acknowledged or rewarded in all appropriate arenas, e.g., internal marketing, employee evaluations, employee compensation, college awards, etc.
- e. The College will develop improved new revenue planning approaches.

Summary List of Potential Implementation Steps

Leadership Responsibility: Cross-Functional Team

- a. A cross-functional team will be convened to coordinate the following activities:
 - 1. The team will design recommended strategies to expedite the offering of new courses, programs and service delivery strategies.
 - 2. The team will develop improved resource planning procedures in order to ensure that all resources required for new project success are identified.
 - 3. The team will develop potential approaches which will encourage faculty and staff to pursue new revenue enhancement strategies.

- b. The Cabinet will identify and pursue the components of the 2003 Facility Master Plan that are most essential to support innovation in programs and services.
- c. The Cabinet will develop an annual revenue enhancement plan as a part of the yearly budget process.

Desired Outcomes

- a. An annual revenue plan is developed which incorporates all categories of entrepreneurial programming.
- b. Annual revenue targets are met.
- c. Assessment of College programs and services by educational clients documents both that educational goals for programs and client satisfaction are met.
- d. Analyses are presented to the College community on a regular basis on potential new directions to be taken in the delivery of programs and services.

L. Building Organizational Capacity

<p>Goal L1. The College will develop an engaged faculty and staff that ensures the College's effectiveness over the coming decades.</p>
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Objectives

- a. Evaluation processes for all faculty and staff will be strengthened to be goal and mission-focused and tied to opportunities for recognition and advancement.
- b. Successful strategies used at CCP and in other college settings to encourage faculty and staff engagement will be identified and implemented where practical and desirable.
- c. Employee professional development opportunities will be competency based and tied carefully to an assessment of individual employee needs with a focus on both technical skills and creating student-centered services and programs.
- d. Faculty and staff hiring decisions will be aligned with College vision, planning priorities, and future, as well as current, staffing needs.

- e. The skills and knowledge of new hires will be used to create enthusiasm for meaningful change and to identify productive new ideas.

Summary List of Potential Implementation Steps

Leadership Responsibility: Academic Affairs, Information Technology,
Human Resources and Affirmative Action

- a. A comprehensive approach to enable faculty and staff to assess their current skill levels and develop desirable professional growth goals will be defined and implemented.
- b. A full assessment of current professional development opportunities will be undertaken.
- c. Building upon identified staff needs, institutional needs, and the strengths and weaknesses of current initiatives in professional development and leadership programs, a more comprehensive set of offerings will be developed.
- d. Opportunities to develop career ladders within the College will be identified and implemented.

Desired Outcomes

- a. Competent, effective staff are easily identified for all vacant positions.
- b. Opportunities for career advancement are available throughout the College.
- c. Institutional performance measures document the growing effectiveness of the College's ability to achieve its mission.

M. Financial Planning and Management

<p>Goal M1. The College will respond effectively to changes in City and State funding approaches in a manner that provides the greatest positive impact on students, and promotes fullest achievement of College mission.</p>
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Objectives

- a. Potential and actual changes to funding mechanisms are fully analyzed for their possible impacts on students and the College.

- b. Rapid decision-making processes ensure that, as funding methodologies change, the College does not incur unnecessary financial penalties or miss opportunities created by the funding changes.

Summary List of Potential Implementation Steps

Leadership Responsibility: Ad Hoc Funding Strategies Team

- a. In collaboration with other colleges, the Commission for Community Colleges and political leaders, the College will attempt to influence future funding in a manner that optimizes achievement of the College's Mission.
- b. A small ad hoc Funding Strategies Team will actively monitor and analyze proposals to change College funding approaches.
- c. The ad hoc Funding Strategies Team will utilize white papers and/or other information-sharing formats to alert the College community to implications of proposed funding changes and recommend College response to proposed changes.

Desired Outcomes

- a. Comprehensive analyses of potential fund changes are undertaken, and anticipated challenges and opportunities are shared with, and responded to, by the College community.
- b. Timely programmatic or administrative changes are put in place to address the new funding approaches.