



October 13, 2003 Planning Roundtable B

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I. Considering the following factors within the current higher education environment, what are the key external education-related changes that will influence the directions that the College should take over the next several years?

A. Changing Instructional Technology

- Instructional materials sold by textbook manufacturers are increasingly incorporating distance learning materials. Options for faculty to deliver courses in alternative formats will continue to grow.
- Many programs potentially offered by the College will require heavy investments in equipment and specialized faculty. In order for these programs to be successfully offered, collaborations with other colleges and university and/or private industry will be required.
- The growth of distance learning instructional strategies will require a companion effort to develop online academic support services such as online tutoring and online advising.
- Many of the emerging new educational programs needs will be high-cost to offer. Financially feasible delivery these programs will require some form of shared program arrangement with other colleges and universities or private sector firms.
- Technology will continue to change at an accelerated rate. In order to avoid over-investment in non-current technology, better methods of anticipating technology changes will be required.

B. Increasing Competition

- The growth of distance learning strategies will create increased pressures for institutions to establish procedures which ensure that distance learning and traditionally taught classes have the same academic standards and student outcomes.
- The Community College of Philadelphia's traditional competitive advantage, low cost, may be largely offset by the for-profit sector, where flexibility and convenience will potentially offset the pricing advantage which the College has.
- Competition to get into four-year colleges will continue to increase, creating a growing cohort of individuals who may turn to community colleges in order to begin their college education.
- Students will consider a growing number of options in their decisions about the institution in which they will enroll. Achieving student engagement in the education process, i.e., delivering the programs and services in formats that meet the students' needs will become essential for the College to attract and retain students.
- The globalization of the educational market creates multiple opportunities for the Community College of Philadelphia: new markets from which potential students can be recruited; campus enrichment through the infusion of international students; and expanded cultural experience opportunities for students and staff through faculty and student exchange programs and study abroad opportunities.
- Image enhancement in an increasingly competitive higher education market will become a key issue for colleges to address. Image issues will impact on the colleges' abilities to fulfill their roles in such areas as faculty recruitment, employer perception of students as potential employees, and fundraising.
- External pressures for institutional change will require new methods within the institution for thinking about and responding to change in order to ensure that the College remains an effective and dynamic institution over time. Traditional approaches to decision making may render the College as non-responsive in a dynamic competitive environment.

C. Employers' and Transfer Institutions' Expectations

- The efforts underway at area four year colleges to diminish their commitment to remedial and developmental education are expected to continue, pushing the College to deliver increased services in this area. From an image perspective this can be

either a positive or negative development, depending on how the College's role is described and presented to the general community.

- Growing concerns about terrorism and safety management issues will create multiple new program opportunities for the College in such areas as security and safety management, and foreign language skills development.
- The need for short-term accelerated programs to enhance employment skills will continue to grow. Existing course-work may potentially be restructured into packages which meet these needs, e.g., creation of a writing institute.
- Students with meaningful internship experiences while in college will continue to be at a significant advantage in entering the workplace after higher education.

D. Students' Educational Expectations

- There are rapidly changing societal expectations for how higher education courses and programs are delivered. Flexibility in terms of instructional strategies and time formats will become essential for a college to remain competitive.
- The traditional mission dichotomy between transfer and career education programs in place at most community colleges is becoming increasingly blurred. More and more students seek both employment related educational experiences and the flexibility to transfer. This will create growing conflict with state funding mechanisms which typically provide a premium for career programs.
- Growing demands for many types of educational services will place potential demands on the College that are greater than the College's current resources are capable of addressing. Higher education institutions in general and the College specifically will need mechanisms to establish priorities to determine which educational needs will be addressed.
- Students' satisfaction with their community college experience as well as the low-cost nature of instructional programs offered by community colleges will maintain growing pressures on two-year institutions to deliver four-year programs, either through direct offering of the programs, or on-site collaboration with four-year colleges and universities.
- There will be increasing pressure for the College to be more responsive to the growing need by adult students for credit for life experiences and the easy credentialing of skills obtained in another setting.
- Alternative models of delivery for higher education, such as those used by University of Phoenix, will create awareness on

the part of educational consumers about new degrees of freedom available in selecting higher education programs and greater expectations for institutional responsiveness.

- The requirement to respond to the development of new programs and services will inevitably force the institution to diminish efforts in areas that are less relevant to students at the present than they once were.

E. Accreditation and Accountability Standards

- Increasing pressures for access to higher education and continuing weakness in the secondary and primary school systems in Philadelphia will create pressures for collaborative models to address the developmental needs of potential college students. There will be growing pressures from public funders to resolve the remediation needs of students in an efficient fashion.
- Specialized accrediting organizations at four-year institutions, such as the American Assembly of Collegiate Schools of Business, will continue to place pressures on four-year institutions to offer programs in ways that will make community college student transfer without loss of credit difficult.
- Investments in new facilities now being made by the Philadelphia public school system may create expectations for facilities at the main campus and regional centers which differ from those which are held by current students.

II. Considering the following political and governmental policy areas, what are the key political and governmental changes that are likely to influence the directions that the College should take over the next several years?

A. Federal, State, and Local Revenue and Tax Patterns

- State policy makers will become increasingly more deliberate in their decisions about providing additional funds to higher education, and appear to be moving toward a greater expectation for student and family self-pay.
- Increasing pressure on public revenues caused by limited growth in tax revenues and strong community demands for other types of public goods will create increasing finance pressure on higher education

B. Federal, State, and Local Expenditure Priorities

- Competing societal pressures to reduce taxes and address other quality of life issues will create growing financial pressures for institutions dependant upon public funding.
- Greater and more persuasive lobbying efforts will become important for the College in order to ensure that the College's financial needs receive priority by legislative bodies.
- Resource restrictions on the College are likely to force the institution to rethink its current mix of programs and services and eliminate some activities in order to sustain or enrich others.

C. Federal and State Higher Education Funding Policies

- Higher education will become increasingly more entrepreneurial as public funding sources diminish in importance. Those institutions which are most agile with respect to entrepreneurial activity may be those that are most likely to prosper in the future.
- Institutions will be required to emphasize and demonstrate the quality and effectiveness of programs and services in order to remain competitive for annual state and local appropriations, special funding, and students.
- Declining resources for colleges will require, an increased effort to identify best practices in place at other institutions for adoption to reduce the lost time and expense associated with redesigning and improving processes.
- The financial commitments made to Iraq and other military commitments, coupled with federal tax reductions, are likely to

drain federal resources away from education and other public services, at least in the short run.

- There will be growing pressures to develop institutional endowments and other sources of funding for the institution to counteract the impact of the diminishment of state and local support.

D. Changing Political Agenda

- Financial pressures at other institutions will allow Community College of Philadelphia to remain a comparative bargain for parents and students with respect to tuition and fees, and potentially eligible for more funding by the state because of its low average cost per student.

E. Federal and State Financial Aid Policies

- Students, especially middle class students, will become increasingly more dependant on loans as a source of funding to pay for their educational experience. Increasingly, students and their parents will require detailed assistance with financial planning to pay for education. Timely and complete information about federal and state financial aid programs will be essential to successful student recruitment efforts.

F. Federal and State Regulations

- Accountability pressures externally will continue to grow on the College. Deficiencies in such areas as the management of the financial aid program can potentially have highly adverse impacts on the College's future funding.

III. Considering the following labor and economic trend areas, what are the key external economic and labor market factors that will influence the directions that the College should take over the next several years?

A. Employment Opportunities

B. National Economic Patterns

- Many jobs traditionally located in the United States are moving overseas, causing employment opportunities in the United States to be redirected to new areas where the United States has a competitive advantage. Program planning needs to anticipate the continuing migration of jobs, and the development of new employment opportunities.

C. Regional Economic Patterns

- The specific regional strengths and employment trends as outlined by Bendis, in his October 13th presentation to the College, will directly influence the nature of programs that the College will need to develop and/or strengthen over the next decade.

D. Employer Skill Expectations for New and Continuing Employees

- The uncertainty on the part of many employers with respect to the nature and quality of the programs and the services that are available from the College will remain a continuing problem impeding the College's ability to service the business and industry sector well.
- Evolving employer expectations for entering capabilities of new employees may force a reconsideration of the College's general education goals for students.
- Effective advisory committees and better use of regional manpower data will become essential for the College to anticipate future programmatic needs. Current approaches to development of programs and services may be too reactive and based upon incomplete information to be effective in the future.

E. Employer Strategies for Skills Development of Employees' Skills

F. Impacts of Technology in the Work Place

IV. Considering the following social and demographic change areas, what are the key social and demographic changes that are likely to influence the directions that the College should take over the next several years?

A. Population Demographics

- The growth of senior citizen population numbers will create a need for educational programs to educate workers to address the needs of senior citizens.
- The characteristics of students potentially enrolling at the College are projected to change dramatically over the next decade. Areas where major changes may develop include: growing numbers with remedial education needs, students who are more sophisticated with respect to the use of technology as a learning tool, and growing diversity of students with respect to first language, race, ethnicity, age, and prior educational achievement.

B. International Politics and Immigration Patterns

- Support services must be delivered in a way that is both consistent with the expectations of students and meaningful to the students from a broad range of backgrounds in terms of language and culture. There will be a growing expectation that the delivery of service be customized to meet the specific issues and needs of a wide range of student populations.
- The growth of non-native students at the College will create a growing need for the College to play a major role in helping students to become effective U.S. citizens and productive members of their local communities.

C. Security and Personal Safety Concerns

- Growing concerns about security will generate programmatic opportunities for the College.
- Growing societal concerns about safety will require a continuing reexamination of approaches to managing student and staff safety at the regional centers as well as the main campus.

D. Family and Lifestyle Changes

E. Health Care

- The national decline in male student participation in higher education will continue to be a societal problem, and create both a challenge and an enrollment opportunity for the College, if addressed appropriately.
- There will continue to be growth in the numbers of students with mental health issues. The College may be required to restructure some aspects of student services in order to respond effectively to these students and eliminate any potential security and safety issues on campus.

F. Leisure-Time Use

- Growing numbers of older residents in the Philadelphia region will create demand for leisure courses such as study-abroad programs, and for educational opportunities which will allow older adults to enter the labor market on a part-time basis.