

**Strategic Planning 2004-2008 Issues Identification Questionnaire
January 2004**

The following statements represent issues that have been identified as being potentially important for inclusion in CCP's 2004/2008 Strategic Plan. Please evaluate these issues along two dimensions:

- (1) The importance of the issue for CCP over the next five years.
- (2) How well CCP is currently addressing the issue.

Importance of Issue for CCP over the next five years.				Issue	How well is CCP currently addressing the issue?			
Great Importance	Moderate Importance	Limited Importance	Of no importance		Fully addressed, no new efforts are required	Addressed somewhat, some additional effort required	Addressed on a limited basis, significant additional effort required	Not addressed at present
				Quality / Accountability				
				1. Refining the College's general education goals to address employer expectations including communication, critical thinking, problem solving, teamwork, and interpersonal skills.				
				2. Meeting the transfer institution's expectations that community college graduates are prepared to further their education with general education competencies in critical thinking, public speaking, problem-solving, interpersonal and core technology skills.				
				3. Developing classroom-based models for assessing student learning.				
				4. Developing new methods to assess general education outcomes.				
				5. Implementing more meaningful methods of student evaluation of teaching to replace the current student evaluation process.				

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				6. Offering more professional development for full-time and part-time faculty on how to use student-learning outcomes systematically to assess course effectiveness.				
				7. Developing an institution-wide commitment to documenting quality, innovation, and effectiveness in the delivery of programs and services.				
				8. Becoming more proactive in the identification of high-risk students and interceding as soon as possible.				
				9. Improving mechanisms to identify and incorporate best practices in the delivery of programs and services.				
				10. Modifying curricula to respond to continuous change in technology by regularly assessing the quality and relevancy of the technology skills provided to students and updating curricula as necessary.				
				11. Expanding current efforts to promote multi-cultural understanding among students, faculty, and staff.				
				12. Developing a more student-centered culture throughout the institution.				
				13. Implementing a college-wide assessment plan that ensures every organizational unit undertakes a Mission-based evaluation of its functions regularly.				
				Enrollment Management				
				1. Developing and implementing a clearly articulated Enrollment Management Plan.				
				2. Creating a more favorable public image among key City, Region, and State constituents.				
				3. Developing strategies to ensure the City's, region's, and State's business and political leadership understand CCP's important contributions to the City and the Region.				

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				4. Continuing efforts to develop a comprehensive Marketing Plan for the College.				
				5. Developing new strategies to encourage credit students to persist at the College to graduation.				
				6. Developing persistence strategies to encourage non-credit students to complete their non-credit program.				
				7. Implementing strategies to encourage non-credit students to enroll in credit programs at CCP.				
				8. Developing articulation and enrollment management strategies to ensure successful student movement between credit and noncredit programs.				
				9. Strengthening the College's approaches to delivering services to promote customer satisfaction, enrollment, and continued student persistence.				
				10. Developing a student-centered culture throughout the institution				
				11. Ensuring that College facilities are perceived as, and are, safe for staff, students, and visitors.				
				12. Developing program and resource strategies to ensure consistent outcomes across programs and student groups				
				13. Strengthening approaches to connect students with appropriate institutional resources to ensure they successfully achieve their educational goals.				
				14. Creating an Academic Affairs Plan that clearly articulates with other planning efforts and establishes academic program and service priorities for the College.				
				15. Improving the ability to design essential new programs in a timely manner.				

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				16. Developing program initiatives that focus on the needs of adults seeking to change careers.				
				17. Determining the extent to which the College should expand its delivery of programs and services to non-Philadelphians.				
				18. Developing appropriate programs and services for older adults in Philadelphia.				
				19. Creating meaningful program opportunities for students who are not able to be successful in the current developmental programs.				
				20. Expanding non-traditional program delivery options such as: accelerated programs, better methods for awarding credit for life experiences, and alternative instructional delivery strategies.				
				21. Developing academic, student, and administrative services in formats that support distance learning students				
				22. Developing resource strategies to expand high cost programs deemed essential to the region's economic health.				
				23. Continuing to develop partnerships with the Board of Education and Archdiocese that will facilitate seamless movement of students between high school and CCP.				
				Restructuring for the Future				
				1. Ensuring all staff are able to effectively use the Banner system.				
				2. Taking advantage of the new (OASIS) portal to transform service and instructional delivery strategies at the College.				

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				3. Making better use of assessment and student outcome information for decision-making, priority setting, and institutional renewal.				
				4. Establishing criteria and mechanisms for making choices for programs and services to be offered when resources are tight.				
				5. Creating greater institution-wide clarity with respect to the relationship between planning and resource allocation.				
				6. Establishing a budget process which ensures departments explicitly consider the College's Mission and planning agenda in developing their annual budget requests.				
				7. Creating mechanisms to prioritize strategies to fulfill the College's Mission at a time when revenues are inadequate to fund all desired activities.				
				8. Creating strategies to maintain and promote institutional vitality, high staff morale, staff engagement, and enthusiasm for change in a time of tight resources.				
				9. Establishing priorities for the maintenance of the College's physical facilities to create an environment in which students and staff will feel comfortable and enjoy learning and teaching.				
				10. Reexamining the College's current commitments and policies on access to programs and services as financial resources are diminished.				
				11. Clarifying the College's commitment to remedial and developmental education in the context of diminishing commitment by four-year institutions to developmental education.				
				12. Helping to preserve the financial viability of the College through more entrepreneurial activities that contribute significant net revenues.				

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				13. Ensuring that the College's special fundraising efforts and strategies are designed to support planning priorities.				
				14. Identifying and developing strategic partnerships designed to expedite program development to advance the region's workforce needs				
				15. Positioning the College to respond quickly and effectively to major shifts in the State's approach to funding community colleges.				
				16. Developing an institutional approach to oversee and manage the general education program.				
				17. Improving the ways in which the College develops new ideas e.g., think tank approaches.				
				18. Strengthening strategies for developing the next generation of institutional leaders.				
				19. Creating staff succession planning strategies to ensure continuity in programs and services as faculty and staff retire.				

Please describe other issues which you believe are potentially important to include in CCP's 2004/2008 Strategic Plan.

Name _____

What is your position at the College? _____ Full-time faculty _____ Part-time faculty/Visiting Lecturer _____ Administrator _____ Classified/Confidential staff