

2013-2017 STRATEGIC PLAN

COMMUNITY COLLEGE OF PHILADELPHIA

The Planning Process

**DRAFT
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THE PLANNING PROCESS

The process to draft the 2013–17 Strategic Plan began in January 2012 with a review of external and internal environmental scans, developed by the College's Institutional Research department. A Strategic Planning committee was charged with the responsibility of identifying the priorities, goals and strategies that will guide the College in its decision making and resource allocation over the next four years.

The strategic planning process was viewed as serving a variety of purposes including:

- Establishing realistic goals and objectives consistent with the College's mission.
- Communicating the College's goals and objectives to key stakeholders and constituents
- Ensuring that the most effective use is made of the College's resources
- Providing a base from which progress can be measured and establishing a mechanism for informed change when needed.
- Providing a transparent opportunity to build consensus about where the College is going and develop a sense of ownership within the College community.

A process was put in place to ensure that a broad audience was involved in the strategic planning discussion, including faculty, staff, students, volunteer leadership and external partners. Along with the scans, the committee considered the College's mission and vision to determine the guiding principles that would be the framework for the process. Five guiding principles were developed: Student Success, The City's College, Visibility, Fiscal Stability and Impact. These were used to create a series of roundtable discussions where more than 200 participants were encouraged to tackle hard questions and develop transformational ideas. The roundtables were well attended and well received.

Using the information gleaned from the roundtable discussions, the academic master plan, the student enrollment plan and the previous strategic plan the Committee determined three priority areas: Fostering Student Success, Making an Impact and Positioning for the Future, and drafted potential goals and outcomes for each area. These were vetted first by the President's Cabinet and then at a department level where departments were asked: (1) How will your unit accomplish the goal? (2) What resources will you need to accomplish the goal? and, (3) With whom do you need to collaborate to be successful.

In December of 2012 the Strategic Planning Committee presented to the President's Office a set of recommendations formed by feedback received throughout the strategic planning process. These recommendations addressed each priority area:

- Continue to identify the steps needed to create an innovative curricular structure with alternative pathways that strives for academic excellence, has relevance in the work place and meets the needs of the contemporary student. [Fostering Student Success]
- Structure the College's intervention methods that ensure student persistence and success, to be aggressive, targeted and supported. [Fostering Student Success]
- Build on the strategies needed for the College to be a working partner with the K-12 system and other higher education institutions in the region to ensure a robust K-16 pipeline. [Making an Impact]
- Strengthen the structures within the College that anticipate, identify and efficiently respond to emerging workforce trends in order to position Community College of Philadelphia as a leader in the city. [Making an Impact]
- Ensure the fiscal stability of the College by developing new and innovative sources of revenue and eliminating the overreliance on city and state resources and on tuition. [Position for the Future]
- Make the key major strategic choices needed to ensure that the College is responsive and prepared to meet the future of education delivery systematically. [Position for the Future]

Based on the proposed goals and outcomes developed through the work of the Strategic Planning Committee, and informed by discussions with the Board of Trustees, the President's Cabinet oversaw the development of specific objectives, strategies and metrics through which to implement and evaluate the plan. The general college community was provided with an opportunity to review the total plan and offer comments and emendations.

We profoundly believe that the College is at an important crossroad in defining its future. The 2013-17 Strategic Plan was developed with the goal of putting the College in a position to be able to respond to dynamic social, economic and political pressures which will influence its actions and impact the ability of the College to carry out its vision. As one of Philadelphia's premier educational institution we strive to be responsive to the City's needs in fostering a dynamic, well-educated and globally competent community and we aim to be:

- 1st choice in education for Philadelphians
- 1st choice as an economic partner by businesses and corporations
- 1st choice by the city government as a partner in meeting the city's needs
- 1st choice as a resource for meeting the socio, economic, and cultural needs of Philadelphia