

PART II - 2003 FACILITY MASTER PLANNING ASSUMPTIONS

A. Enrollment Shifts

- (1) Afternoon Space Utilization - Increased enrollments and space limitations will require utilization of the current excess capacity in the afternoon class hours which exist at both the Regional Centers and the Main Campus.
- (2) Adult Students Growth - Enrollment growth for the College will occur primarily from the adult credit and non-credit areas. High school graduate numbers, while currently increasing moderately, will stabilize and then moderately decline. There is no reason to anticipate a dramatic shift in the percentage of Philadelphia high school students choosing to attend the Community College of Philadelphia in the future. However, on the adult and non-credit side, the College continues to have an underrepresented participation rate in its programs relative to national standards for urban community colleges. Programs and educational approaches likely to promote adult student growth include:
 - Remedial Education offered in non-traditional formats.
 - Efforts to bridge credit and non-credit instruction.
 - Incumbent worker training.
 - Short and accelerated programs.
 - Customized curricula focused on packages of skill sets.
- (3) Regional Center Growth - The current trend for enrollment growth at the Regional Centers to outpace that on the main campus will continue. As the Centers become more complete in services and programs, this will add to their relative attractiveness as an enrollment site.
- (4) Distance Education - A growing number of students will want to take some courses in a distance-learning format with little or no time on campus. However, most students enrolled in distance-learning classes will also enroll in traditional classroom-based courses. Most students will enroll in traditional classes before enrolling in distance-learning courses.
- (5) Off-Campus Study - Growing numbers of students will want off-campus learning opportunities, e.g., study abroad and experiential learning. Internships, clinical experience and similar opportunities will grow in importance.



B. Academic Programs and Faculty

- (1) Distance Learning - Distance-learning opportunities will grow in importance to offer in order to meet the scheduling needs of a small, but growing percentage of current students and will attract new enrollments from individuals who are not willing to enroll in the College's classroom-based instructional offerings. Opportunities for students to mix distance-learning courses with classroom-based courses will be important to the College's adult student retention efforts.
- (2) Interactive Video Usage - Video streaming and related technologies will gradually supplant the need for interactive video as an instructional tool. The College's interactive video facilities will be used primarily for meeting conferences and special presentations.
- (3) Smart Classrooms - Over the next decade, a large percentage of classrooms will need to become "smart classrooms." The Technology Coordinating Committee has developed a working definition of a smart classroom. This will evolve over time with technology changes and the College's facilities will need to accommodate the evolving concept for what constitutes a smart classroom.
- (4) Faculty Out-of-Classroom Resources - The growing use of technology by faculty, in and outside the classroom, will gradually change faculty expectations for appropriate offices and workspaces. Consistent with trends in the larger society, faculty will prefer out-of-class workspaces that facilitate collaboration and easy access to a variety of teaching technologies. Wireless technology will accelerate in importance and faculty and staff work will be increasingly less "place-bound."
- (5) Adjunct Faculty - Adjunct faculty will continue to be a critical resource for the delivery of the College's instructional programs. Ensuring their effectiveness will require the College to provide them with appropriate out-of-classroom workspace to develop instructional materials and meet with students.
- (6) Programmatic Growth - Programmatic growth is anticipated in the following areas: Life Sciences (especially Biotechnology), Education, Communication Arts, Graphic Arts, Automotive Technology, Law Enforcement/Security Management, Computer Information Systems, Human Services and some Allied Health areas (e.g., Nursing, Medical Assisting and Health Information Technology).



- (7) **New Programmatic Directions** - New credit and non-credit programs are anticipated to be developed in the following areas: E-Commerce, Cisco Option within CIS, Pharmacy Technology, International Studies, Professional Studies, Computer Security, Computer Skills Certification Programs, and Transportation-Related Careers.
- (8) **Use of Partners' Spaces** - Partnership arrangements will limit the College's need to develop highly specialized and costly laboratories used by a relatively small number of students. The Wistar Biotechnology Program is a model for future partnerships.
- (9) **Partners' Use of College Space** - Many potential partners (e.g., public schools and four-year colleges and universities) will desire to take advantage of the College's physical resources for partnership programs. Some successful partnerships will require that the College make space available to partners.
- (10) **Short-Term Programs** - One-time or limited-offering programs for employers will continue to grow in importance within the College's programmatic offerings. These will require flexible instruction space and office/meeting space whose usage can easily shift from term to term. Rapid response will require the availability of unused space that can quickly be brought into services.
- (11) **Course and Program Schedules** - Growing demand for programs to be offered in non-traditional scheduling formats and with greater dependence on technology will greatly alter when and how classrooms and laboratories are scheduled.

C. Services

- (1) **Library Resources** - Demands for library services will increasingly be in electronic formats with remote access. The traditional use of libraries (stacks and study tables) will diminish over time, particularly by adult students.
- (2) **Financial Aid** - Federal financial aid will continue to be a dominant factor in facilitating student access to the College. Adequate and well-designed resources for financial aid program management are essential to the College's long-term financial success.



- (3) **Web-Based Services** - Web-based services and flexible options for buying goods and services will continue to expand in the larger society, making students increasingly more demanding about the College's flexibility in the delivery of services, and create growing student impatience with the need to apply, register and pay via processes that evolve numerous contacts with the College and the involvement of many different offices and individuals. As a result, remote access to services will grow.
- (4) **Space that Supports Customized Services** - Students will expect easy college access via customized set of services tailored to their specific needs and will not tolerate a "one size fits all" approach to service delivery.
- (5) **Temporary and Short-Term Service Delivery** - The growth of short-term, accelerated and other special programs will create a growing need for temporary workspace to facilitate the effective delivery of services to specialized student cohorts.
- (6) **New and Expanded Services** - Service areas where increased space is needed include: practice space for athletics, Women's Center, Assessment Center, Center on Disability, Health and Wellness, Security, Parking, Learning Labs, Academic Computing, Summer Programs, Financial Aid, and Special Program Space.
- (7) **Student Service Office Adjacencies** - The growth of student expectations for efficient customized services will require a reconfiguration of some offices to permit easy student access and better coordination of services.
- (8) **Professional Development for Faculty and Staff** - Rapid changes in technology and increasingly varied instructional approaches will require an expanding commitment to professional development. Permanent, well-designed space for this purpose will be required.

D. Technology

- (1) **Changing Use of Classrooms** - Growing and evolving use of distance-teaching strategies will require alternative approaches to classroom scheduling. Increasingly instructions will result in classrooms being used at periodic points in the semester rather than on a regular 3 or 4 hour per week schedule.



- (2) Wireless Technology - Teaching and learning will be increasingly less place-bound. Any classroom will become a potential "computer classroom" and demands for open computer labs and library services "on-campus" will decline.
- (3) Flexible Classrooms and Laboratories - Evolving use of technology and alternative teaching strategies will make the desired configuration of future classrooms increasingly subject to change. The ability to rapidly reconfigure the building space in an efficient manner will be a hallmark of good design for the College.
- (4) Adequate Infrastructure - Growth in the use of technology throughout the campus will make demands on mechanical and electrical systems that cannot be accommodated within the existing infrastructure.
- (5) Restructured Adult Literacy Instruction - The use of computer technologies to offer adult literacy programs on a self-paced basis will grow.
- (6) Distributed Copying Services - The College's approach to duplicating materials will increasingly rely upon networked high-speed copiers in remote locations.
- (7) Improved Communication Strategies - Changing societal expectations for effective communication will require that the College strengthen ways to provide accurate and quick information to students. New tools such as electronic signage, computerized information kiosks, and information centers with real time will be required.
- (8) Electronic Storage of Records - Electronic storage of records will become the preferred method of record retention in all cases except where "hard copies" are legally required.
- (9) Office and Meeting Space - All offices and meeting spaces will require resources for easy use of technology. What this implies will evolve as wireless technology evolves.



E. Building Management and Security

- (1) **Physical Access** - The College's commitment to education for older adults and those with disabilities will create growing pressure for the College to improve its vertical transportation systems, particularly in the Mint Building. Solutions for the inadequate number of elevators, as well as the dysfunctional nature of some elevators, will have to be addressed.
- (2) **Out-of-Class Space for Students** - The demand by students for appropriately designed out-of-class areas for informal congregation and study will continue to be far greater than is currently provided in the College campus layouts. Solutions to address this issue, particularly at the Main Campus, will continue to be a critical space issue.
- (3) **Safety** - Safety issues will remain as a major concern on campus. Building systems, entranceways, and space layouts will need to address the growing societal concerns associated with personal safety. The College will need to parallel the growing use of sophisticated security systems in place in other settings.
- (4) **Expanded Hours of Operation** - Demands for some portion of the College campus to be open on weekends and during 3rd shift hours will grow, creating a need for more flexible ways to provide access to portions of some buildings when other facilities are closed. This will require flexibility in the College's HVAC systems to allow partial cooling and heating of facilities.
- (5) **Extended Day Security** - A large percentage of the student body will continue to enroll in the evening and weekend hours. Lighting, security and other campus features must be developed to ensure a complete sense of student safety during these times.
- (6) **Vandalism and Graffiti** - Graffiti and vandalism will continue to be an issue in an urban environment. Investments in facilities will need to be made in a way which minimizes the potential damage that is possible from opportunistic property damage.
- (7) **Infrastructure Renewal** - As a result of age and load demands, major portions of the College's mechanical and electrical systems will have to be renewed and/or expanded over the next decade.



- (8) Energy Costs - Rising energy costs will significantly impact upon building design approaches.
- (9) Storage - Greater flexibility in classroom and office use, coupled with increasingly more sophisticated instructional technology, will require more instructional space resources be developed. Eventually all classrooms may require secure storage space.

