

Questions for Strategic Planning Open Forum Meetings:

Student Success:

- What do you think we already do at CCP to foster student success?
- How can we better understand and respond to the needs of our students?

Workforce:

- How can we become a “Go to” institution for job training?
- What certificates and/or training should the College be offering to meet the needs of Philadelphia?

Facilities:

- What could the College do with our current facilities to make them “World-class”?
- What are the elements that make an ideal learning environment?

Community Relations:

- In what ways can the College and the larger community work together to help students entering College succeed?
- What role should the Regional Centers (West Regional Center, Northeast Regional Center, Northwest Regional Center) play in supporting their surrounding communities? What do you see as the most critical gaps the College faces in meeting the needs of various neighborhoods in Philadelphia?

Fiscal Sustainability:

- What strategies can you suggest for increasing revenues at the College?
- Are there things we should be doing to decrease expenses at the College?

Student Success Pillar
Question 1: How do you define student success?

Personal Growth & Development	Academic Achievement	Persistence/Determination in Achieving Goals	Future Success
Personal Development/Skills Development Ability to think critically Ownership of learning/success Self-confidence/awareness Lifelong learner Student Engagement Happiness Growth Mindset Seeking help/resources Social development, awareness, and engagement	Academic Achievement Degree completion Acquisition of knowledge	Student Determines Success Persistence Determining goals, establishing a plan, working toward achieving goals and evolving goals/plans as necessary	Success beyond CCP Continuing Education Gainful Employment

RESPONSES:

<ul style="list-style-type: none"> ▪ “Personal development and recognition of strengths and weaknesses.” ▪ “I want the student to feel that they can learn. In foundational courses some students feel that they can’t.” ▪ “...Improve reading comprehension and critical thinking skills.” ▪ “Student success is the enlightenment of a student.” ▪ “Students inspired, find direction, know themselves, become advocates for themselves, think in complex ways and use their education.” ▪ “...A student accepts the challenge of where they are intellectually and works on building the skills and content knowledge to reach their own goals.” 	<ul style="list-style-type: none"> ▪ “When learners demonstrate their mastery of the curriculum.” ▪ “Retention, completion, graduation” ▪ “Maintaining GPA to avoid academic and/or financial aid probation.” ▪ “Passing each class with an A; Attendance and doing work.” ▪ “...Getting good grades in class. Graduating with a B average.” ▪ “I would define student success in part by the grade they accomplish.” ▪ “Passing a class on the first attempt with an A or B ideally. Avoiding withdrawals and failures.” ▪ “...Completion of their degree.” 	<ul style="list-style-type: none"> ▪ “Meeting their goals but also changing those goals as needed.” ▪ “Student success begins with the students’ defined goals, then their plan then then achieving those goals.” ▪ “Identify what matters, how to set a goal, how do I get there.” ▪ “Success is determined by each individual.” ▪ “Student determines academic/personal goals.” ▪ “Staying dedicated.” ▪ “Getting on the path is half the battle. Finding ways to stay on that path.” ▪ “Helping students to shape and redefine goals. Then support students to translate those goals.” ▪ “Fostering persistence.” ▪ “Hard work, determination, perseverance, and persistence.” 	<ul style="list-style-type: none"> ▪ “Ultimately, landing a position in field of study.” ▪ “Student gets money’s worth – CCP demonstrates VALUE as most efficient route for student to get where going.” ▪ “Transferring to a 4 year university and/or graduating from CCP; Obtaining desired ▪ “Employment in their field with a living wage.” ▪ “Students graduate successfully and get a good job.”” Student success is evident when that student graduates.”
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Student Success Pillar

Question 2: What do you think we already do at CCP to foster student success?

Support Services/Programs	Campus Community, Culture, & Environment	Academic Offerings	Affordability/Financial Aid
Learning Lab	Passionate & Dedicate Faculty	Course Offerings	Access Provided through Affordability
Center for Male Engagement (CME)	Supportive Staff & Administration	Flexible Course Scheduling	Scholarship/Financial Support Availability
Starfish	Student Life Activities	Degree Programs	
Tutoring	Mission of CCP	First-Year Experience (FYE) Implementation	
Women's Center	Sense of Community/Diversity	Transfer/Articulation Agreements	
Counseling Services	Campus Buildings/Facilities	Improvement can be made to instruction	
Academic Advising	Campus Safety		
Veteran's Center	Students are Priority		
Single Stop	Focus on 'non-traditional' students		
Ensure students are aware!	Improvement required on CCP collaboration		

RESPONSES:

<ul style="list-style-type: none"> ▪ "Lots of services that some students take advantage of-Counseling, Advising and Learning Lab." ▪ "Improved and more strategic approaches to promote services: No shortage of supportive services but students are not taking advantage of them because they don't know that they exists or due to cultural reasons are hesitant to access them." ▪ "The newly required FYE course should help inform and connect all students to more support services." 	<ul style="list-style-type: none"> ▪ "We have caring and knowledgeable instructors that share their passion and motivation for new learning." ▪ "We believe in the mission of the college." ▪ "Recent changes to campus to make friendlier, create commons, more 'college like.'" ▪ "The supportive and nurturing environment is a major element fostering student success." ▪ "This is a safe environment-both for instructors and students." ▪ "The College has a spirit of community for those who need it or want it." ▪ "Sometimes seem to be barriers to collaborating." ▪ "Boundaries, territorial...Stems from hierarchal leadership style, even though those people have changed, norms are still there." ▪ "We need to work together as a team." 	<ul style="list-style-type: none"> ▪ "The multitude of various course offerings" ▪ "...Fairly clear course patterns." ▪ "Offering classes in the evenings, Saturdays, and online." ▪ "Many transfer and articulation agreements." ▪ "CCP offers lots of opportunities for new students that are trying to [earn an] Associate [degree] or [have the] chance to transfer to universities to get their bachelor degree." ▪ "Have a fair curriculum." ▪ "Dual admissions program." ▪ "Be careful with our assumptions about what students know and need to know." ▪ "Innovative pedagogy going on, but how widespread, faculty pushing themselves in the classroom." 	<ul style="list-style-type: none"> ▪ "The classes are cheaper than other schools makes it manageable to fully succeed." ▪ "We provide access to education, we're affordable." ▪ "...Students grant money to help them with their expenses, also part time jobs so they can pay for school." ▪ "Help students gain credits at a low cost."
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Student Success Pillar

Question 3: What suggestions do you have to expand these efforts?

Improve Communication & Collaboration among Faculty, Staff & Administration	Focus on Student Support Services, Resources, & The Student Experience	Provide More Support & Opportunities for Development for Faculty	Improve & Leverage CCP Technologies/Facilities
<p>Communication is hindering efforts</p> <p>Collaboration is required and currently not occurring</p> <p>Emphasize respect</p> <p>Provide more insight as to what resources are available for students</p> <p>Ensure consistent information is given</p> <p>Breakdown barriers to improve collaboration – Interdisciplinary/Interdepartmental</p> <p>More Transparency</p>	<p>Improve Student Customer Service</p> <p>Support student needs outside the classroom</p> <p>Improve financial planning/aid/literacy</p> <p>Provide internship opportunities</p> <p>Allow for seamless institutional navigation experience for students</p> <p>Increase number of Career workshops/Job Fairs/"Soft-Skills" job training</p> <p>Better engage online students & provide support</p> <p>Improve advising</p> <p>Offer more flexible course schedules & options</p> <p>Expand transfer/articulation agreements</p>	<p>Improve faculty support</p> <p>Provide more professional development</p> <p>Support faculty research</p> <p>Improve quality of new faculty hires</p> <p>Allow time for student interaction</p>	<p>Leverage available technologies</p> <p>Maintain equipment</p> <p>Provide more classroom computers/computer labs</p> <p>Improve website</p> <p>Provide more technology support</p>

RESPONSES:

<ul style="list-style-type: none"> ▪ "Make sure staff and admins have all of the same information; all offices should be on the same page." ▪ "We communicate within silos." ▪ "Lay down "this is mine" and embrace each other....There is a lot of suspicion and territorial nature." ▪ "Need better collaboration." ▪ "Communication needs improvement." ▪ "[CCP] needs more collaborative efforts and sharing of responsibility between and among organizational unit at the Community College of Philadelphia to help them engage interdependently in a coordinated, complementary and cohesive fashion to support the student success." 	<ul style="list-style-type: none"> ▪ "Expand support for basic needs – food, shelter, transportation." ▪ "Piecemeal/siloed institutional environment that hinders student success." ▪ "We need more financial aid workers, including enough people to answer the phone." ▪ "...Students should walk in to our buildings and see a concierge, not security." ▪ "Veterans Resource Center – needs more staff to grow." ▪ "Targeting more at-risk populations...Counseling to help identify more student populations that need help" ▪ "We need to be student-perspective-focused to better inform students." ▪ "... ACCOUNTABILITY around customer service." 	<ul style="list-style-type: none"> ▪ "Cross-training across areas – so all staff/faculty can problem solve and help students." ▪ "The teaching schedule make it hard to carve out time to foster both teaching and scholarly endeavors." ▪ "Faculty need to be supported more." ▪ "Increase research by faculty and students. Provide training, such as a "Research Institute" for interested faculty or more FCTL programs about research and grants. Ensure adequate release time for faculty working on active grants." ▪ "Smaller class sizes for more individual attention and instruction." 	<ul style="list-style-type: none"> ▪ "...Upgrading the College's Technology, classrooms, and equipment to meet 21st Century higher learning are essential needs for success and I believe can foster positive Student success." ▪ "Everyone should be aware of new technology." ▪ "Audio visual materials and class support books should be available to instructors. Our collections are old and need of updating." ▪ "Need more smart classrooms. Computers not hooked up to internet." ▪ "Better access to computer classrooms – there are none available for my classes often. The library instructional room can be used, but does not have 36 computers in it so students have to share."
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Student Success Pillar

Question 4: What do you see as the biggest obstacles to student success?

Personal Challenges & Obligations	College Preparedness	CCP Environment	Financial Barriers
<p>Students Personal Lives (Familial Obligations, Work Schedule, etc...)</p> <p>Time Management</p> <p>Lack of a support system</p> <p>Influence/Pressure outside of CCP</p> <p>Lack Self-Efficacy</p>	<p>Academically Unprepared</p> <p>Unaware of College Process</p> <p>How to be a student</p> <p>What are the expectations</p> <p>Understanding implications of a decisions as a student</p> <p>Improvement in Technological Skills</p>	<p>Students cannot navigate CCP</p> <p>Better Signage</p> <p>Central location for services</p> <p>Communication of resources/services</p> <p>Course Scheduling & Class Environment</p> <p>Flexibility required</p> <p>Enhance Faculty/Student relationships</p> <p>Enrich course instruction & course offerings</p> <p>Improve Advising/Tracking students</p> <p>Overall CCP Culture & Environment</p>	<p>Financial Aid</p> <p>Personal Financial Obligations</p> <p>Childcare costs</p> <p>Other College Costs</p> <p>Textbooks</p>

RESPONSES:

<ul style="list-style-type: none"> ▪ “We know our students have a lot of issues- we can only control so much of that.” ▪ “Unstable lives outside of school is the biggest obstacle to student success in school.” ▪ “Time management skills lacking-balancing work, family and school.” ▪ “Time management and personal lives.” ▪ “School is hard enough by itself. Students face obstacles every day.” ▪ “Work outside of school can be a huge setback for people trying to further their education. Whether it’s a full time job, kids to look after, or other time commitments.” 	<ul style="list-style-type: none"> ▪ “Unprepared students (public schools)” ▪ “Starting out in developmental is a huge obstacle.” ▪ “Inadequate academic preparation: especially in basic math, reading comprehension, and writing.” ▪ “Many students are overwhelmed with college and don’t know where to begin.” ▪ “Many students come to CCP academically underprepared and face a dizzying array of personal, socioeconomic challenges. Such phenomena as inadequate primary/secondary education outcomes or living in poverty may be beyond the capacity of CCP to address entirely.” 	<ul style="list-style-type: none"> ▪ “Poor customer service...Difficulty navigating system and understanding where to go for various things.” ▪ “The culture and the organization-the systems.” ▪ “Information is very difficult to find (this was said a number of times).” ▪ “We treat students as a number.” ▪ “Buildings in disrepair.” ▪ “Students get the run around.” ▪ “College politics.” ▪ “Nothing solidifies students to bring them together.” ▪ “With regards to teacher, “I’m not learning” and “He’s teaching above us.” ▪ “Building positive communication with students can be complex requiring patients and understanding from their instructor.” 	<ul style="list-style-type: none"> ▪ “Most of the time, “I have to withdraw because of finances...” ▪ “Economic challenges felt by students including lack of childcare.” ▪ “Financial aid; issues with financial aid always comes up.” ▪ “Biggest obstacle to student success is the cost of tuition.” ▪ “The cost of colleges and universities are one of the biggest obstacles to students to succeed.” ▪ “Reducing the cost of tuition and textbooks are also obstacles to student success.” ▪ “Money and time: Many of our students struggle constantly to find money for tuition, books, and fees. They never have the opportunity to attend full time, to focus primarily on their studies, so their path to graduation stretches for years.”
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Student Success Pillar

Question 5: How can we better understand and respond to the needs of our students?

Solicit Student Feedback	Understand CCP Student Individuality	Be a Supportive Advocate	Develop a Culture of Engagement Within CCP and Beyond
Ask students what they need	Engage students with open communication	Provide encouragement	Recognize CCP responsibility to students
Listen to students	Understand the needs of your students	Build Relationships	Better communication
Give students a voice	Distinguish need vs. want	Have useful information	Systematic changes
Determine how to better serve them	Try to understand their perspective	Ensure students seek resources	Prioritize & Evaluate Effectiveness
	Try to understand their experiences	Encourage personal growth/development	Consider peer institutions
	Be aware of current issues	Self-Efficacy	Incorporate current research
	Societal & Culture Pressures	Dedication	Create best possible college experience
		Flexibility/Accommodation	(Instructors, facilities, technology, resources, etc...)
		Provide great service (customer service)	Work with schools to better prepare students

RESPONSES:

<ul style="list-style-type: none"> ▪ “We can better understand and respond to student needs by listening to them without judgment and helping them without embarrass[ment].” ▪ “Talking to our students and listening to their message will go a long way to improve understanding.” ▪ “I need to listen more to better understand the needs of our students.” ▪ “Arrange focus groups to survey students” ▪ “Surveys (online and email).” ▪ “Listen more. Talk less.” ▪ “Having more open lines of communication in the classroom with students.” ▪ “Give students a voice – students should sit in on board meetings.” 	<ul style="list-style-type: none"> ▪ “Some of our students have life experiences that we haven’t had.” ▪ “I can read their backgrounds before class begins. I could ask them to write a short autobiography of their academic background and ask them how I could best help them.” ▪ “Remembering each student is an individual with varying degrees of needs and strengths and approaching solutions for the student from the perspective of an individual rather than one solution for all. Moving away from the chicken feed model where the information is thrown out and the student is expected to come and get it.” 	<ul style="list-style-type: none"> ▪ “It is customer service. We won't have a good return rate without it.” ▪ “They need somebody or something to go the distance with them.” ▪ “Students need mentoring.” ▪ “Always remain accessible for questions” ▪ “Imagine the roles in reverse.” ▪ “Continue to let them know your availability and willingness to help students to succeed.” ▪ “Sometimes students don't know how incredible they are.” ▪ “Community College of Philadelphia can better understand and respond to the needs of our students by becoming advocates on all levels of their lives.” 	<ul style="list-style-type: none"> ▪ “Use data & understand the data - different students have different needs.” ▪ “This survey is perfect for getting info for improvement.” ▪ “Make sure we have resources to fully respond to student needs.” ▪ “Make staff more readily available.” ▪ “Collaborate with others and communicate with others within the College and outside of the College.” ▪ “We need to be more customer service oriented-can be frustrating, but we need to be understanding, patient and talk them through.” ▪ “Working with local high schools to better understand the academic and non-academic challenges of incoming students.”
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Workforce Development Pillar
Question 1: How can we become a “Go to” institution for job training?

Know Job Market Projections	Develop Partnerships	Improve & Communicate Workforce Development
<p>Forecasts from Business Community</p> <p>Ongoing Conversation with Business Community</p> <p>Where are current opportunities due to gaps in offerings</p> <ul style="list-style-type: none"> ▪ (Ex.) Certificate program for higher education administration – mid-level individuals <p>Needs assessment of small businesses</p>	<p>Involve CCP in community development</p> <p>Focus on job placement</p> <p>Work with business (small businesses)</p> <ul style="list-style-type: none"> ▪ Know needs of business ▪ Engage companies in employing CCP student ▪ Providing internships <ul style="list-style-type: none"> ○ Use partnerships to enhance job placement ○ Ensure CCP students seek Career Services 	<p>Promote CCP Workforce Development</p> <ul style="list-style-type: none"> ▪ Lack of Awareness <ul style="list-style-type: none"> ○ Highlight initiatives to community ○ Student options (Non-Matric to Degree) ▪ Ensure clear understanding of ICE ▪ Have a cohesive & encompassing identity <ul style="list-style-type: none"> ○ Need reputation of quality education <p>Ensure structure is conducive to success</p> <ul style="list-style-type: none"> ▪ Tiered approach to program offerings <p>Focus on quality of offerings</p>

RESPONSES:

<ul style="list-style-type: none"> ▪ “We must first know what jobs will be.” ▪ “What does next 5 -10 years look like? What resources do we need?” ▪ “In Northern Liberties, Fishtown there are lots of small businesses that need hires but need them to be trained.” ▪ “...develop training that satisfies the local demands” ▪ “Analysis of what in 5 years will the impact be for jobs in region.” 	<ul style="list-style-type: none"> ▪ “Development of Ridge Avenue and other community development-CCP is not at the table. Why not?” ▪ “Earmarked \$\$\$\$ for training. We should be part of those conversations” ▪ “Reverse engineer needs of companies to develop training programs for their moderately skilled jobs.” ▪ “Job placement-we need to do more to place students in jobs.” ▪ “Currently hard to hire students from CCP. No ‘door’ for companies to enter to access potential employees among current CCP students.” ▪ “Internships are key.” ▪ “...lack of utilization of career services. ▪ “Collaborative efforts with companies, co-op opportunities, increase opportunities for employment.” ▪ “Want CCP at table.” 	<ul style="list-style-type: none"> ▪ “The definition of what WEI is doing needs to be clarified.” ▪ “The marketing, “Path to Possibilities” is vague and doesn’t convey continuing education.” ▪ “...programs need the flexibility to have individuals trained and working in these fields delivering the instruction.” ▪ “The college should take a tiered approach ...versus being all thing to all people. This can be achieved by 1) focusing on specific industry, 2) building a reputation for expertise in that industry, 3) developing faculty expertise inside of institution and then expand programming.” ▪ “More active marketing approach.” ▪ “Intro to CCP! At their place of business, let people know who we are.” ▪ “Focus on the delivery of quality education; how do we promote that?” ▪ “Tension between training certificates and academic degrees existing because it is not clearly defined and understood.”
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Workforce Development Pillar

Question 2: What certificates and/or training should the College be offering to meet the needs of Philadelphia?

Increase Focus & Funding for Non-Credit Students	New Training and Certificate Programs	Enhance Current Offerings
<p>Improve transition from non-credit to credit</p> <ul style="list-style-type: none"> ▪ Certificates that lead to degree programs <p>Provide additional funding</p> <ul style="list-style-type: none"> ▪ Financial aid vs. Private-Pay <p>Understand current & potential students</p> <ul style="list-style-type: none"> ▪ Develop programs that consider students (diversity) & market demands ▪ Recognize gaps in needed skillset ▪ Understand credit vs. non-credit student ▪ Connect to new potential student populations 	<p>Focus on high wage jobs</p> <p>Improve awareness of market predictions and emerging industries</p> <ul style="list-style-type: none"> ▪ STEM careers ▪ Electrical trades ▪ Computer programming ▪ Business ▪ Farming (urban/Organic/Marijuana) <p>Focus on providing needed Credentialing programs</p>	<p>Work collaboratively</p> <ul style="list-style-type: none"> ▪ Leverage online learning <p>Alternative degree pathway</p> <ul style="list-style-type: none"> ▪ Certification to Degree <p>Student integration prior to graduation/placement</p>

RESPONSES:

<ul style="list-style-type: none"> ▪ “More funding for non-credit.” ▪ “Need referrals from credit side to non-credit side” ▪ “More programs in the Allied health area that are pipelines into our degree programs” ▪ “Planning must take into consideration Philly demographics in addition to considering the economy.” ▪ “Non- Millennials [have skills they need to learn] in order to keep up [because] most Millennials are coming to college with these skills.” ▪ “Who we serve? Do we satisfy all those needs, do we try to narrow our focus” ▪ “Can we satisfy all of the needs from the diverse incoming student population?” ▪ “Autistic community needs employment placement and is an untapped market.” ▪ “Credit versus non-credit may be serving totally different types of customers so we need to understand how to serve each.” 	<ul style="list-style-type: none"> ▪ “...Programs that lead to jobs that pay more...” ▪ “Training programs: Business, computers, trades, STEM, small business.” ▪ “Growing industries - small biotech, where pharma is located.” ▪ “Urban farming and organic farming....Marijuana farming/training.” ▪ “The College could be a place to start in STEM careers.” 	<ul style="list-style-type: none"> ▪ “Workforce is discombobulated; they should be physically co-located.” ▪ “Have we developed any training with someone from online learning in a coordinated effort?” ▪ “Students want more online education in the medical arts disciplines.” ▪ “Continued Education: Certificate that leads to employment board affiliations should be more widely known to overcome silos.” ▪ “We should have short-term, stackable certificates that can lead to academic degrees.”
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Community Engagement Pillar

Question 1: In what ways can the College and the larger community work together to help students entering College succeed?

Engage External Organizations	Expand Community Outreach	Provide a Holistic Student Focus	Partner in Data Informed Decisions
<p>Document Practices Related to CCP/Organizational Engagement; Have a formalized approach</p> <p>Committee of Community Partners</p> <p>K-12 Initiatives (Dual Enrollment/"Adopt-A-School"/Diagnostic Placement Testing)</p> <p>Collaborate in curriculum/assessment</p> <p>CCP Community in Campus Events</p> <p>Career Connections/Guided Pathways</p>	<p>Change the community perception of CCP</p> <p>Broaden recruitment of students</p> <p>Connect students/staff to events on campus</p> <p>Student involvement in outreach</p> <ul style="list-style-type: none"> ▪ Annual Themes/Use of Ambassadors <p>Town hall meetings/Round table discussions</p> <p>CCP Open House events</p> <p>Regional Centers</p> <ul style="list-style-type: none"> ▪ Community Engagement ▪ Community Rooms ▪ Course/Program Offerings ▪ Expansion (Navy Yard) 	<p>Orient new student to CCP</p> <ul style="list-style-type: none"> ▪ Summer Program/ACE <p>Ensure proper student course placement</p> <p>Opportunity for work experience credit</p> <p>More personalized email communications</p> <p>Case management approach to student advising</p> <p>Holistic approach to student risk assessment</p>	<p>Share CCP Data</p> <p>Collect data from external agencies</p> <p>Use data for decision making</p> <p>Focus on retention</p>
RESPONSES:			
<ul style="list-style-type: none"> ▪ "CCP can work with the larger community by reaching out to schools..." ▪ "Expansion of an "Adopt-a-school" partnership..." ▪ Working with social services and health organizations to provide students with ancillary services ▪ "...bring all parties together for quarterly convening to map out share goals..." ▪ "...Working in collaboration with organizations/schools to enhance employer engagement in curriculum development" 	<ul style="list-style-type: none"> ▪ "Meeting the needs of the variety of communities in Philly lies in knowing and connecting with the very distinct needs of each community" ▪ "Having a bridge program that helps ease the transition..." ▪ "Community forum ...held by the College to inform the community about the College." ▪ "Expand outreach to community at NERC and WERC" ▪ "Regional centers could be catalyst for changing communities..." ▪ "We need to represent ourselves as an organization that wants to be involved..." ▪ "Being able to complete a whole program at one of the regional centers." 	<ul style="list-style-type: none"> ▪ "...Offering a case management approach towards their student advising." ▪ "MyCCP portal challenges – more student engagement and personalized connections..." ▪ "Utilize data from organizations/schools to create a whole-student picture of risk ... utilize for interventions and identification of trends for the future." ▪ "Take a customized approach towards students' needs ...academically." ▪ "When a student comes in, they need a mentor..." 	<ul style="list-style-type: none"> ▪ "Data sharing between SDP and College." ▪ "Utilize data from organizations/schools to create a whole-student picture of risk factors and success to utilize for interventions and identification of trends for the future." ▪ Data sharing with non-profit....with District and Mastery." ▪ More information about data ... share with community."

Community Engagement Pillar

Question 2: What role should the Regional Centers play in supporting their surrounding communities?

What do you see as the most critical gaps the College faces in meeting the needs of various neighborhoods in Philadelphia?

Appraise CCP Policies and Practices

Staff to accommodate student enrollment
 Responsive to inquiries
 Cross-campus Collaboration
 Formal review of curriculum
 Technology trainings
 Improve AmeriCorps payment processing

Convey the CCP Message

Town halls/Round table discussions
 Highlight CCP Success/Talent
 Have consistent message
 Become more visible
 Major City Events

RESPONSES:

- "Answer phones, respond to e-mails..."
- "Process for ongoing curriculum alignment, syllabus exchange/review..."
- "Identifying a solution for AmeriCorps award processing delays."
- "Staff to develop and nurture partnership work."
- "Friday and Saturday [closure in] summer months provides problems for facility space."
- "Staff capacity ... to manage partnerships ... [and] support to the students."

- "CCP needs to speak more about their success. Re-branding the institution. Talk about students gain from certificates."
- "Do a better job of telling our own successes to the community, ...marketing students"
- "Internal branding/messaging-All speaking same language"
- "Embrace "CCP" - build brand equity"

World Class Facilities Pillar

Question 1: What could the College do with our current facilities to make them “World-class”?

Improve Existing Facility Conditions	Expand Sport Facilities/Complex	Intangible Assets
Lighting Painting Signage/Room Numbering Bathrooms Elevators Drinking Fountains <ul style="list-style-type: none"> ▪ Water bottle fill stations ADA Compliance/Accessibility Car/Bicycle Parking Natural Sunlight/Climate Control Additional storage space Remember Regional Centers	Fields & Facilities for Athletics Additional facilities <ul style="list-style-type: none"> ▪ Swimming Pool ▪ Tennis Courts Make existing facilities accessible <ul style="list-style-type: none"> ▪ Student Population ▪ Community (Sports Track) Appropriate heating/cooling	CCP Brand <ul style="list-style-type: none"> ▪ Make CCP Identifiable within physical boundaries CCP Experience/Customer Service <ul style="list-style-type: none"> ▪ Exude Positive Campus Attitude ▪ Welcoming security entrances ▪ Improved Responsiveness to Repairs/Maintenance Build Commitment to Sustainability Clearly Defined Goals/Objectives

RESPONSES:

<ul style="list-style-type: none"> ▪ “Bright lighting, brighter paints, hallways are dark... Improvement of 17th Street great example...” ▪ “Bathrooms are horrible. Need to be painted.” ▪ “Numbering of rooms on 3 West is different than 2nd and 4th floor.” ▪ “Signage is inaccurate.” ▪ “Facilities are a way to increase the promotional value of the College. Clear ROI on improving facilities both in student impression and employer/partner perception.” ▪ “Etiquette signage. Friendly reminders to clean up after yourselves.” ▪ “More water-bottle filling stations, repair and maintain all drinking fountains” ▪ “The CCP campus needs to be fully ADA compliant/accessible... An individual with a walker or wheel chair has a difficult time getting in to the Winnett Building.” ▪ “Public transportation stops, hallways, stairs and rooms should be well lit.” ▪ “The parking situation is problematic...” ▪ “[NWRC] Seen as the worst of all of CCP’s campuses.” 	<ul style="list-style-type: none"> ▪ “No fields, facilities for athletes.” ▪ “Sports deck small gym, sports teams but no facilities...” ▪ “Need separate recreation and academic spaces...” ▪ “Use of athletic facilities limited to students on sports teams, limited hours for general population of students.” ▪ “Limited access to sports deck.” ▪ “Times available for use. I wanted to utilize the facilities however the athletics center closed too early.” ▪ “...The College could extend open times as students would like to exercise (for free) for health and personal reasons.” ▪ “Rent sports track for community use.” 	<ul style="list-style-type: none"> ▪ “We need a brand for unity and spirit.” ▪ “We need to change the mascot. CCP liberty is an idea.” ▪ “If we don’t care about the school, why should students care about the school” ▪ “Why don’t security guards say hello.” ▪ “We need an obvious example of being committed to sustainability.” ▪ “CCP should strive to have a “Penn State” attitude about our campus. Their campus is not flashy but you know you are on it and you want to be there.” ▪ “We need to have a culture of readiness and responsiveness to student needs. When maintenance takes weeks to solve a problem, it affects student behavior and attitudes.” ▪ “Custodians should be in a constant support role / mode. Appear to be on top of things. Visitors, students and staff should expect function of support.” ▪ “Security entrances are not friendly, warm or welcoming. There needs to be an attitude of customer service, having the visitor feel valued.” ▪ “The change for CCP to become a world-class facility should be done with clearly defined and communicated goals and objectives, then steady regular progress.”
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World Class Facilities Pillar

Question 2: What are the elements that make an ideal learning environment?

Enhanced Technologies	Interactive Classrooms/Meeting Spaces	Student Union/Event Space
<p>Wi-Fi</p> <p>Phone System</p> <p>Remote meeting technology</p> <p>Update PCs</p> <p>Offer Apple computer labs</p> <p>Maintain Current Classroom Technologies/Equipment</p>	<p>Active Learning Classrooms</p> <ul style="list-style-type: none"> ▪ Implement ALCs with Teacher Training <p>Smart Classrooms</p> <ul style="list-style-type: none"> ▪ Better integration of technology in classroom <p>Improved Classroom Furniture</p> <p>Collaborative Spaces</p> <p>More Space/Reduced Crowding</p> <ul style="list-style-type: none"> ▪ Additional Computer Stations ▪ Additional Bio./Chem. Labs 	<p>Availability of Food/Drinks</p> <ul style="list-style-type: none"> ▪ Student Meal Plan <p>Lounge Area</p> <p>Performance/Event Space</p> <p>Current auditorium needs improvement</p> <p>Student Clubs/Organizations need space</p>
RESPONSES:		
<ul style="list-style-type: none"> ▪ “Technology, signage, phone system.” ▪ “Better Wi-Fi that is more accessible.” ▪ “Better Wi-Fi is needed throughout the buildings” ▪ “Desks, computers, printers should all be kept in good working order” ▪ “Computers outdated.” ▪ “Need Apple computer labs.” ▪ “Desks, computers, printers should all be kept in good working order.” 	<ul style="list-style-type: none"> ▪ “Classrooms should be flexible and easy to reconfigure.” ▪ “The furniture we use around campus does not support ‘peer learning’.” ▪ “The classroom furniture is mixed types, a sense of “left overs.” ▪ “Active Learning Classrooms should be put in place at least enough of them to match industry standards.” ▪ “Teacher training needs to be done to change the culture in support of ALCs.” ▪ “Update smart carts with industry standard carts. Update the Learning Lab and Library with Smart technology.” ▪ “Campus needs more moveable furnishings to enhance flexibility in spaces.” ▪ “[NWRC] currently contains 1 hybrid lab – Bio and Chem which poorly serves both functions. Campus needs one lab of each.” 	<ul style="list-style-type: none"> ▪ “Students need a college experience and should have a student union. Lounges, clubs, performance areas, food/drinks...” ▪ “CCP needs a multi-purpose space to serve students but could be scheduled event space too.” ▪ “Our Student Life building clearly says students are not the priority. They need club space, charging stations throughout the campuses.” ▪ “We need a place for student shows and performances.” ▪ “We need a student hub! A real one!” ▪ “CCP need to use the outdoor space for scheduled festivals. Publicize the festivals to get people and potential students to come here and see that we are something.” ▪ “CCP needs a space that belongs to the students.”

Fiscal Sustainability Pillar

Question 1: What strategies can you suggest for increasing revenues at the College?

Student Enrollment/Retention	Internal Revenue Opportunities	External Revenue Opportunities
<p>Improved marketing of CCP/Creative recruiting</p> <ul style="list-style-type: none"> ▪ Promote programs ▪ Recruit international students <p>Building relationships with schools</p> <ul style="list-style-type: none"> ▪ Enroll Staff from other schools/universities <p>Better communication with potential students</p> <ul style="list-style-type: none"> ▪ Phone System Improvements/Online Chat <p>Provide new academic opportunities</p> <ul style="list-style-type: none"> ▪ Co-requisite courses ▪ Expand Online programs offered (fully online completion opportunities) ▪ Additional non-credit offerings/adult learning ▪ Offer more sections of popular courses ▪ Summer camps/programs <p>Assist students with course registration</p> <p>Targeted metrics for student persistence</p>	<p>Explore Retail Opportunities</p> <ul style="list-style-type: none"> ▪ Culinary ▪ Print Services <p>Increase parking rates</p> <p>Greater budget transparency</p> <p>Improved Billing System</p>	<p>Philanthropic Organizations/Foundations & Corporate Partnerships</p> <ul style="list-style-type: none"> ▪ LISC ▪ Chinatown Development Corporation <p>Federal/State/City Funding initiatives</p> <ul style="list-style-type: none"> ▪ Partner with other Community Colleges ▪ Address funding formula <p>Alumni</p> <p>Grants</p> <p>Provide naming opportunities</p> <p>Evaluate/Leverage CCP Foundation Board Members</p>

RESPONSES:

<ul style="list-style-type: none"> ▪ "Improved Marketing will help with enrollment." ▪ "I volunteered to register students. They fill out a card but if they don't include an e-mail, it gets trashed." ▪ "Improve communication." ▪ "Update marketing—we are using 15 year old methods." ▪ "Explore creative ways to recruit new students (e.g. concert)" ▪ "Focus on retention - identify vital metrics that signal potential drop-out and use those for targeted support." ▪ "Students being shut out of classes. They don't come back." ▪ "Offer tuition discounts/remission to staff from other colleges and universities." ▪ "Guest students need emails." 	<ul style="list-style-type: none"> ▪ "Culinary - huge expense vs. tuition, food ideas, ways to make money here." ▪ "Food and hospitality is big-can [we] tap into that." ▪ "Print services? Marketed to other areas, union places..." 	<ul style="list-style-type: none"> ▪ "Alumni presence tap into..." ▪ "...Increase grant writing staff" ▪ "The College is not sitting at enough tables, even when talking about money." ▪ "Partner with more local companies." ▪ "Evaluate the CCP Foundation board members (including staff within Institutional Advancement department) to determine if there are enough people, and the right people, to solicit funds to help increase revenue and enrollment." ▪ "Rally to change the funding formula used by the City." ▪ "Become more politically active to engage those individuals who have more of an influence on the allocation of funding." ▪ "Challenge the state's use of the funding formula."
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Fiscal Sustainability Pillar

Question 2: Are there things we should be doing to decrease expenses at the College

Facility Improvements	Operational Improvements	Internal Reviews
<p>Solar Energy/Energy Efficiency</p> <ul style="list-style-type: none"> ▪ Power technology off at night <p>Change escalators to stairs</p>	<p>Paper Usage</p> <ul style="list-style-type: none"> ▪ Reduce mailings <p>Explore alternative food catering options</p> <p>Bookstore credit (instead of cash) for buyback</p> <p>Outsourcing of CCP functions</p>	<p>Evaluate ROI/Cost-Benefit Analysis</p> <p>Review current CCP policies</p> <p>Improved internal cooperation/collaboration</p> <p>Unfunded Mandates</p> <p>Travel Expenses</p> <ul style="list-style-type: none"> ▪ Rental Cars vs. Personal Cars <p>Cohesive plan to Grant Funding</p> <ul style="list-style-type: none"> ▪ Greater faculty autonomy
RESPONSES:		
<ul style="list-style-type: none"> ▪ "Solar for heat/cool." ▪ "Change broken escalators to stairs" 	<ul style="list-style-type: none"> ▪ "More electronic forms online." ▪ "Decrease use of paper i.e. use scanned documents and online forms." ▪ "Catering is too expensive." ▪ "Keep benefits, but find ways to save money." ▪ "Bookstore credit (instead of cash) for selling back books." ▪ "Evaluate the use of outsourcing of functions within the College such as payroll, and increase the use of contractors for security and housekeeping." 	<ul style="list-style-type: none"> ▪ "Look at return on investment from marketing strategies." ▪ "Align budget with goals." ▪ "Use cost-benefit analysis on everything." ▪ "Create a more cohesive plan for grant funding; use a "push model" to talk about grant funding or applications within departments; more autonomy given to faculty to utilize grant funding and eliminate "red tape""