Thematic Goals by Strategic Pillar

1. **The Student Experience:**
   a. **High-Impact Teaching and Learning:** Enhance student outcomes by implementing targeted interventions that incorporate active learning and student-centered pedagogies, addressing racial equity gaps and improving success rates for all students including those in developmental English/Math courses, gateway courses, online/hybrid/hy-flex classes, and credit-bearing courses.
   b. **Comprehensive Student Support:** Provide equitable and easy access to high-quality support services that holistically address student needs (e.g., academic, career, mental/emotional wellbeing), create a sense of belonging, foster an inclusive campus environment, and positively impact student retention and progression.
   c. **Engaging and Transformative Experiences**: Provide equitable access to a wide range of challenging, intellectual, and creative co-curricular opportunities to promote student engagement, critical thinking, and personal growth.
   d. **Data-Driven Decision-Making:** Foster a culture of data literacy to enhance the overall student experience and continuously improve student outcomes through data-driven decision-making while simultaneously leveraging insights to optimize divisional processes.
2. **Workforce Development, Readiness, and Economic Innovation:**
   a. **Career Readiness and Credential Attainment:** Develop clear and seamless pathways aligned to the workforce needs of the community for all students taking courses at CCP (credit-free, high school, non-degree, pt, ft), from academic programs to specific careers, with a focus on field employment, career advancement, stackable credentials, program completion, and successful transfer to four-year institutions. (Integrated Basic Education and Skills Training - IBEST Piloting with Welding, Advanced Manufacturing).
   b. **Industry-Relevant Partnerships:** Create and strengthen relationships and programs with local employers to identify job market needs, align programs with industry demands, and secure opportunities for students.
   c. **Experiential Learning and Career Pathways:** Integrate experiential learning opportunities, internships, and apprenticeships into the curriculum to enhance students' real-world skills and employability, particularly in high-demand fields (e.g., STEM, Gene/Cell, AI, VR/IR/AR programming).
   d. **Professional Growth and Development:** Utilize data-rich approaches to assess talent gaps, manage succession planning, enhance educational opportunities, and improve performance management, to foster skill-building and empower all faculty and staff to stay current with industry trends and best practices.

3. **External and Internal Community Relations:**
   a. **Institutional Reputation and Presence:** As part of the College's rebranding process, promote the College's achievements and successes through various platforms to increase visibility and become a first-choice destination for learners and a preferred partner for employers.
   b. **Community Leadership and Service Learning:** Strengthen ties within the region and establish the College as a local leader in offering meaningful service learning experiences, providing opportunities within every credit-bearing or credential pathway for students to apply their knowledge and skills to real-world challenges in the community.
   c. **Innovation and Creative Problem-Solving:** Encourage a culture of innovation, positive disruption, and adaptability to achieve institutional priorities and address community needs.
   d. **Connections and Partnerships:** Working with various stakeholder groups internally and externally, foster a strong network of support and engagement. Create and cultivate new and existing partnerships and alliances with K-12 partners, community organizations, elected officials, the business community, faith-based partners, and other friends of the College that help us fully actualize our role as the City's College.

4. **World-Class Facilities:**
   a. **Capital Improvement and Facilities Planning:** Develop budgets and plans to support the College's goals, adequately fund capital improvement projects, expand and enhance the campus footprint (e.g, Simulated Health Science Building), and ensure that the campus meets the evolving needs of students and faculty (e.g., new programming for NW Building) while creating the optimal environment for a positive student experience.
   b. **Optimal Building Usage:** Utilize data analytics to optimize resource allocation and maximize occupancy and utilization of all College buildings in alignment with the College's mission.
   c. **Technological Advancements:** Integrate advanced technologies to enhance enrollment, support teaching and learning, enhance efficiency and accessibility, and personalize student services.
   d. **Sustainable Infrastructure:** Ensure responsible stewardship of resources to reduce environmental impact and operational costs while providing a modern and comfortable learning environment which produces the talent for community and workforce needs (e.g. Health & Life Sciences Building).

5. **Fiscal Stability and Sustainability:**
   a. **Diverse Funding Sources:** Develop a multi-faceted approach to funding that includes public/governmental, and private/philanthropic resources, allowing for greater financial flexibility and sustainability. and other key areas based on data driven needs assessment, and aligned with strategic plans, goals and KPIs. Conduct comprehensive fundraising campaigns, including annual, major/comprehensive, and planned giving targeting scholarships,

programs, facilities, furniture, equipment, and other key areas based on data-driven needs assessment.

b. **Effective Financial Management:** Develop multi-year budgets, operating and capital, that support the College's goals and ensure resources are directed towards priority areas, innovation, and institutional success. Maintain an operating budget, fulfilled primarily upon total enrollment goals, by different categories, location and student types and a multi-year fundraising target that is by campaign and designation for needs.

c. **Effective Enrollment Management:** Develop a multi-year strategic enrollment management plan, inclusive of recruitment and retention activities relative to Philadelphia students as well as international populations, to help students reach their academic goals, help enhance regional workforce readiness, and support college budget.

d. **Stakeholder Engagement:** Leverage relationships with key and various stakeholders (e.g.Foundation board members, program advisory boards, businesses, organizations, alumni etc) to advance the College's mission and goals while demonstrating the impact of their contributions on student success and institutional development.

6. **Diversity, Equity, and Inclusion:**

a. **Action-Oriented Values:** Embed diversity, equity, and inclusion principles throughout all institutional practices (e.g. hiring, promotion) and decision-making processes to foster an anti-racist campus environment where everyone belongs and all can thrive.

b. **Cultural Responsiveness:** Provide faculty and staff with professional development to develop more inclusive teaching practices and better support diverse student populations.

c. **Equity-Centered Evaluation**: Leverage a multi-dimensional, disaggregated approach to data analysis, supporting the alleviation of disparities in student outcomes and experiences, guiding evidence-based interventions that eliminate equity gaps, and driving continuous improvement College-wide. [Racial Equity and Change Effort (RECE)]

d. **Shared Governance:** Encourage collaboration among faculty, staff, and administrations, utilizing a college-wide senate and leadership opportunities to promote a sense of ownership, enhance cross-divisional collaboration, and support institutional skill development.