

**Community College of Philadelphia**  
**Achieving the Dream**  
**Attachment 2: Template for First-Year Work Plan/Timeline**

Objective: Develop a four-year plan, with broad engagement from the campus and external communities and commitment from top leadership, for: 1) improving student outcomes based on evidence about barriers to success and effective practices and policies; 2) institutionalizing a process for continuously improving student outcomes based on evidence.

**Activity 1. Educate and get buy-in from college community on Achieving the Dream goals and values.**

The College will use the Achieving the Dream (ATD) materials along with support from the Core Team and Data Team to educate the College community on the goals and values of the initiative. The College will continue to link ATD to the College's mission, vision, and planning documents (i.e., Strategic Plan, Academic Master Plan, Enrollment Management Plan, Diversity Plan, etc.).

The following strategies will be used to educate and get buy-in from the College community on ATD goals and values:

- Introduce ATD to the College community at the College's Professional Development Opening Session.
  - Responsible: President Curtis (ATD Coach will also be present)
  - Timeframe: August 28, 2006
  
- Hold an afternoon informational session for the College community during Professional Development Week (August) and one for Student Affairs staff (September).
  - Responsible: ATD Co-Project Directors (Dr. Samuel Hirsch and Dr. Judith Gay) ATD Coach will also be present
  - Timeframe: August 28, 2006, September 15, 2006
  
- Hold an informational session for the Cabinet and Deans with the ADT Coach.
  - Responsible ATD Co-Project Directors
  - Timeframe August 28, 2006
  
- Hold a breakfast meeting with the Core Team and ADT Coach and a breakfast meeting with the Data Team and the Data Facilitator.
  - Responsible ATD Co-Project Directors
  - Timeframe August 29, 2006

- Speak with Student Leaders, Student Ambassadors, and students participating in the Student Government Association and various clubs to inform them of ATD goals/activities.
  - Responsible: Dr. Hirsch, Student Affairs Staff
  - Timeframe: August 2006 – ongoing
- Meet with staff of Enrollment Services to ensure that ATD goals/activities are integrated with existing services.
  - Responsible: Dr. Hirsch
  - Timeframe: September 2006 – ongoing
- Introduce new faculty to ATD goals and activities during New Faculty Orientation.
  - Responsible: Dr. Gay
  - Timeframe: Fall 2006, spring 2007 semesters
- Meet with Counseling Department to inform them of ATD goals/activities.
  - Responsible: Dr. Hirsch
  - Timeframe: September 15, 2006
- Address ATD goals/activities at the President’s Forums for students, staff, and administrators on the Main Campus and at the three Regional Centers.
  - Responsible: President Curtis
  - Timeframe: 20 forums will be held between September 2006 – May 2007
- Address the Student Affairs Committee and Academic Affairs Committee of the Board of Trustees.
  - Responsible: Dr. Curtis, Dr. Gay, and Dr. Hirsch
  - Timeframe: September/October 2006
- Work with the leadership of the Teaching Center to incorporate ATD goals/activities into discussions, presentations, etc. for the academic year.
  - Responsible: Dr. Gay
  - Timeframe: September 2006 – May 2007
- Discuss ATD goals and activities with the College’s Foundation Board.
  - Responsible: Dr. Curtis
  - Timeframe: September 14, 2006
- Meet with the College’s Leadership Institute members to discuss ATD goals and activities. Participants will be encouraged to incorporate ATD goals/activities into group projects.
  - Responsible: Dr. Gay
  - Timeframe: September 2006
- Address faculty at the first faculty meeting of the academic year.
  - Responsible: Dr. Gay, Dr. Hirsch
  - Timeframe: October 2006

- Report on ATD activities and planning for the College community during Professional Development Day at a \_ day session.
  - Responsible: ATD Core Team
  - Timeframe: October 9, 2006
  
- Form and conduct Focus Groups (using a model developed during the College’s Middle States Commission on Higher Education accreditation process) to include Department Heads, Curriculum Coordinators, Directors/Administrators, Extended Cabinet, Trustees, representatives from community-based organizations, students, faculty, classified staff, the Faculty Federation, etc.
  - Responsible: ATD Core Team members
  - Timeframe: Focus Groups will be scheduled from September 2006 – November 2006
  
- Profile ATD in the Alumni Newsletter.
  - Responsible: Office of Institutional Advancement
  - Timeframe: March 2007

In addition, the College will utilize a variety of internal and external publicity vehicles to inform and engage the community in ATD activities, including:

- Disseminate the ATD press release, DVD and video to media.
  - Responsible: Office of Marketing/Government Relations as instructed by KSA
  - Timeframe: August 2006 – ongoing
  
- Incorporate ATD into the College’s marketing and communication plan.
  - Responsible: Office of Marketing and Government Relations
  - Timeframe: August 2006 - ongoing
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- Incorporate ATD values as a report item on administrative audits.
  - Responsible: Office of Institutional Advancement, Audit Teams
  - Timeframe: August 2006 - ongoing
  
- Incorporate ATD values as a report item on academic audits.
  - Responsible: Office of Academic Affairs
  - Timeframe: August 2006 – ongoing
  
- Distribute an ATD newsletter and other publicity materials provided by KSA.
  - Responsible: Office of Marketing and Government Relations
  - Timeframe: Fall 2006 – ongoing

- Develop an ATD web-page on the College's website (on both the home page and portal). Minutes from all meetings, updates on activities, etc. will be posted on the site.
  - Responsible: Co-Project Directors, Information Technology (IT) Department, Office of Marketing and Government Relations
  - Timeframe: September 2006 - ongoing
  
- Work with the Pennsylvania Commission of Community Colleges to develop an ATD website to enable all 14 community colleges to share information.
  - Responsible: Co-Project Directors, IT Department, Office of Marketing and Government Relations
  - Timeframe: September 2006 - ongoing
  
- Feature ATD in *Transcripts* (College newspaper).
  - Responsible: Office of Marketing and Government Relations
  - Timeframe: Fall 2006 edition - ongoing
  
- Feature ATD in *Academically Speaking*.
  - Responsible: Office of Academic Affairs
  - Timeframe: Fall 2006 - ongoing
  
- Submit 10 databases to JBL Associates by September 15, 2006. There will be a total of two (2) general record databases for fall 2003 and fall 2004 cohorts and eight (8) term record databases that contain fall, spring, summer I, and summer II term information for the fall 2003 and fall 2004 cohorts.
  - Responsible: Dr. Jane Grosset, Data Collection Team, Data Facilitator
  - Timeframe: September 15, 2006
  
- Feature ATD in *Vanguard* (Student newspaper).
  - Responsible: Office of Marketing and Government Relations
  - Timeframe: Fall 2006 - ongoing
  
- Submit five databases to JBL Associates by November 15, 2006. There will be a total of one (1) general record database for the fall 2005 cohort and four (4) term record databases that contain fall, spring, summer I, and summer II term information for the fall 2003, fall 2004, and fall 2005 cohorts.
  - Responsible: Dr. Jane Grosset, Data Collection Team, Data Facilitator
  - Timeframe: November 15, 2006
  
- Feature ATD in *Viewpoints*.
  - Responsible: Tom Ott, Office of Marketing and Government Relations
  - Timeframe: Spring 2007

**Activity 2a. Analyze current situation: collect, compile and analyze data on student outcomes.**

- Submit 10 databases to JBL Associates by September 15, 2006. There will be a total of two (2) general record databases for fall 2003 and fall 2004 cohorts and eight (8) term record databases that contain fall, spring, summer I, and summer II term information for the fall 2003 and fall 2004 cohorts.
  - Responsible: Dr. Jane Grosset, Data Collection Team, Data Facilitator
  - Timeframe: September 15, 2006
- Analyze cross-sectional and longitudinal data pertinent to ATD goals.
  - Responsible: Office of Institutional Research, Data Team and Data Facilitator
  - Timeframe: September 2006– ongoing
- Create an ATD tab on the Institutional Research website that provides a conceptual overview of the assessment model that will guide ATD research; student body enrollment profiles pertinent to ATD goals; institutional research related to parity in student achievement; and assessment information related to policies and practices designed to eliminate gaps in student achievement.
  - Responsible: Dr. Jane Grosset, Office of Institutional Research
  - Timeframe: September 2006 for development – ongoing maintenance
- Share information and data reports with the College community via Focus Groups, the College website, Institutional Research website, departmental meetings, forums, scheduled presentations, etc. Data analysis will guide ATD activities and be used to: analyze the College’s current situation, set priorities, goals, and measurable outcomes, develop strategies, develop and implement new policies and practices, and evaluate and institutionalize effective policies and practices.
  - Responsible: Core Team, Data Team, Office of Institutional Research
  - Timeframe: September 2006 – ongoing
- Submit five databases to JBL Associates by November 15, 2006. There will be a total of one (1) general record database for the fall 2005 cohort and four (4) term record databases that contain fall, spring, summer I, and summer II term information for the fall 2003, fall 2004, and fall 2005 cohorts.
  - Responsible: Dr. Jane Grosset, Data Collection Team, Data Facilitator
  - Timeframe: November 15, 2006
- Provide JBL Associates with general record databases for each new cohort and term record databases for each fall, spring, summer I, and summer II terms for all cohorts for six (6) years.
  - Responsible: Dr. Jane Grosset, Office of Institutional Research
  - Timeframe: November 2006 (annually thereafter)

**Activity 2b: Hold conversations to reflect on the data. Define problems, choose problems for more in-depth exploration.**

- Develop data-driven strategies.
  - Responsible: Core Team and Data Team
  - Timeframe: September 2006 – ongoing
- Use data to provide institutional benchmarks to assess the effectiveness of developmental education, first-year college experience, and K-16 linkages/pathways to improve student outcomes through the elimination of gaps in student parity.
  - Responsible: Core Team, Focus Groups
  - Timeframe: September 2006 – ongoing
- Provide institutional research to the Focus Groups.
  - Responsible: Dr. Jane Grosset
  - Timeframe: September 2006 – ongoing
- Provide feedback on data analysis and recommendations for three focus areas.
  - Responsible: Focus Groups
  - Timeframe: September 2006 – ongoing
- Utilize feedback from Focus Groups and Data Team to prioritize and drill down broad problems.
  - Responsible: Core Team
  - Timeframe: October 2006 – ongoing

**Activity 2c: Diagnose causes of problems. Drill down on student data.**

- Review national data in relation to the College's data.
  - Responsible: Data Team and Data Facilitator
  - Timeframe: September 2006 – ongoing
- Guide Core Team and Focus Groups on how to interpret data.
  - Responsible: Core Team, Data Team, Data Facilitator
  - Timeframe: September 2006 – ongoing
- Determine institutional performance standards to assess the effectiveness of developmental education, first-year college experience, and K-16 linkages/pathways to improve student outcomes through the elimination of gaps in student parity.
  - Responsible: Core Team, Data Team, Focus Groups
  - Timeframe: September 2006 – ongoing

**Activity 2d: Campus voices: Engage students, faculty, and staff in diagnosing causes of problems.**

- Host College breakfasts for students, faculty, and staff to inform them of data findings and engage the college community in diagnosing causes of problems.
  - Responsible: Dr. Curtis, Dr. Hirsch, Dr. Gay, Core Team
  - Timeframe: September 2006 – ongoing
- Meet with Focus Groups to discuss Focus Groups findings and recommendations to alleviate identified problems.
  - Responsible: Dr. Curtis, Dr. Hirsch, Dr. Gay, Core Team
  - Timeframe: September 2006 – ongoing

**Activity 2e: Community voices: Engage community members in diagnosing causes of problems.**

- Meet with various advisory committees of the College to inform them of ATD data findings and engage them in diagnosing causes of problems.
  - Responsible: Dr. Gay, Core Team
  - Timeframe: September 2006 – ongoing
- Meet with representatives from the School District of Philadelphia to inform them of data findings and engage them in diagnosing causes of problems.
  - Responsible: Dr. Hirsch, Core Team
  - Timeframe: September 2006 – ongoing
- Inform the College’s Board of Trustees and Foundation Board of ATD data findings and engage them in diagnosing causes of problems.
  - Responsible: Dr. Curtis, Dr. Gay, Dr. Hirsch
  - Timeframe: October 2006 – ongoing
- Meet with representatives from community-based organizations to inform them of ATD data findings and engage them in diagnosing causes of problems.
  - Responsible: Dr. Curtis, Dr. Gay, Dr. Hirsch
  - Timeframe: October 2006 – ongoing
- Meet with representatives from the Philadelphia Workforce Investment Board, Pennsylvania Economy League, and Graduate! Philadelphia to inform them of ATD data findings and engage them in diagnosing causes of problems.
  - Responsible: Core Team, Dr. Curtis, Dr. Gay, Dr. Hirsch
  - Timeframe: October 2006 – ongoing

- Meet with representatives from four-year colleges and universities with whom the College has articulation agreements (e.g., Drexel University, Temple University) and high-rate transfer universities to inform them of data findings and engage them in diagnosing causes of problems.
  - Responsible: Dr. Gay, Dr. Hirsch, Core Team
  - Timeframe: October 2006 – ongoing
- Meet with representatives from Regional Center advisory groups to inform them of ATD data findings and engage them in diagnosing causes of problems.
  - Responsible: Core Team, Dr. Gay, Dr. Hirsch
  - Timeframe: October 2006 – ongoing
- Attend breakfasts hosted by the College’s Office of Diversity and Equity to inform them of ATD data findings and engage them in diagnosing causes of problems.
  - Responsible: Core Team, Dr. Gay, Dr. Hirsch
  - Timeframe: October 2006 – ongoing

**Activity 2f: Examine existing institutional policies and practices.**

- Review College policies and practices.
  - Responsible: Core Team members
  - Timeframe: November 2006 – ongoing
- Participate in Strategy Institute.
  - Responsible: Core Team members
  - Timeframe: January 29, 2007 – February 2, 2007
- Visit other colleges to examine best practices and models regarding student success.
  - Responsible: Co-Leaders
  - Timeframe: Ongoing

**Activity 3: Set priorities, goals, and measurable outcomes.**

- Analyze ATD data and propose recommendations.
  - Responsible: Core Team members, Coach, Data Team, and Data Facilitator
  - Timeframe: January 2007 – March 2007
- Examine the College’s Strategic Plan, Academic Master Plan, Enrollment Management Plan, and Diversity Plan to align ATD proposed recommendations.
  - Responsible: Core Team
  - Timeframe: January 2007 – March 2007
- Set ATD priorities, goals, and measurable outcomes.
  - Responsible: Core Team
  - Timeframe: March 2007

**Activity 4: Develop strategies to achieve goals/measurable outcomes.**

- Develop strategies to meet goals/measurable outcomes for four-year implementation grant.
  - Responsible: Core Team
  - Timeframe: January 2007 – March 2007

**Activity 5: Write 4-year implementation plan with steps and timelines for: a) implementing strategies; b) evaluating strategies; c) institutionalizing effective strategies.**

- Submit draft proposal for implementation phase of ATD.
  - Responsible: Core Team, Institutional Advancement
  - Timeframe: March 30, 2007
- Submit final proposal for implementation phase of ATD.
  - Responsible: Core Team, Institutional Advancement
  - Timeframe: May 15, 2007