

Overview

The College's Operational Plan delineates the goals that address the College priorities as well as the activities that support the Strategic Plan. Each goal includes an identified Executive Council leader and administrative leader. Performance targets are identified for each goal, and performance is tied to the evaluation of the administrator.

This report provides the outcomes against these goals and their performance targets. The report includes the following information: operational goal, performance target, person responsible, completion status, and related comments.

The Operational Goal categories for the FY2019 plan include:

Accountability, Institutional Effectiveness, Transparency, and Governance:

Foster a culture of data informed decision-making and accountability by creating a system of effectiveness measures, outcomes assessment, strategic planning, evaluation, and shared governance.

Communications and Community Relations:

Build awareness of and community support for the College while enhancing its reputation through quality communications.

Diversity:

Create a campus climate that is supportive of cultural differences and respectful of all constituents.

Employee Relations:

Ensure employee recruitment, development, and retention through appropriate processes.

Enrollment and Financial Aid:

Develop and implement a cohesive set of strategies inclusive of recruitment, enrollment, and retention to support enrollment goals for credit and non-credit programs; and provide financial aid to all eligible students.

Facilities:

Ensure appropriate facilities to meet the instructional and non-instructional needs of the College community.

Financial:

Effectively develop, plan, and manage our financial resources.

Safety:

Ensure the safety of the Harper Community.

Student Success:

Operationalize student success initiatives.

Technology:

Support and enhance technology to meet the instructional and administrative needs of the College community.

Workforce Development/Economic Development:

Ensure Harper College provides workforce and entrepreneurial training and education and supports the region's economic health.

Accountability, Institutional Effectiveness, Transparency, and Governance:

Foster a culture of data informed decision-making and accountability by creating a system of effectiveness measures, outcomes assessment, strategic planning, evaluation, and shared governance.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
1	Ensure the requirements of the Illinois Community College Board (ICCB) Recognition are met.	Complete ICCB Self-Study by October 2018. Prepare campus for site visit by March 2019. Host on-site evaluators by April 2019. Respond to draft ICCB Recognition Report by June 2019.	Maria Coons	Darlene Schlenbecker	<i>Strategic Plan:</i> Engagement, Inclusion, Achievement, Academic Planning & Pathways, Stewardship, Employee Skills, Curriculum & Instruction, Student Experience	Education Fund
2	Conduct the Community Scan, which includes the Community and Employer Surveys.	Select vendor to conduct Scan by August 2018. Complete Scan by March 2019. Report results by May 2019.	Maria Coons	Darlene Schlenbecker Kathy Coy	<i>Strategic Plan:</i> Engagement, Achievement	Education Fund
3	Communicate results of Community College Survey of Student Engagement (CCSSE) and Community College Faculty Survey of Student Engagement (CCFSSE) conducted in spring 2018.	Receive results by August 2018. Create final report by September 2018. Share results with campus community by November 2018.	Maria Coons	Darlene Schlenbecker Kathy Coy	<i>Strategic Plan:</i> Engagement, Inclusion, Student Experience <i>IEM:</i> Student Persistence	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
4	Ensure student learning outcomes assessment is conducted and results utilized to improve student success.	<p>Complete the course-level assessment cycle for all departments by June 2019.</p> <p>Complete the program-level assessment cycle for all instructional programs and student support/administrative units by June 2019.</p> <p>Conduct a large-scale general education assessment of the Communication outcome by June 2019.</p> <p>Conduct a follow-up assessment of the Quantitative Reasoning general education outcome by June 2019.</p>	Judy Marwick Maria Coons	Darlene Schlenbecker Faon Grandinetti Kathy Bruce Kimberly Chavis Jaime Long Mary Beth Ottinger Dean, BUS/SS	<p><i>Strategic Plan:</i> Curriculum & Instruction</p> <p><i>IEM:</i> Success in Gateway Courses</p>	Education Fund
5	Review the College's core values to determine if they should be reaffirmed or changed.	<p>Form a work group of the Strategic Planning and Accountability Committee to review the core values by July 2018.</p> <p>Complete input to determine relevancy of the current core values by September 2018.</p> <p>Make recommendation to affirm or revise the core values by December 2018.</p>	Maria Coons Michelé Smith	Mark Mrozinski	<i>Strategic Plan:</i> Inclusion, Engagement	Education Fund

Communications and Community Relations:

Build awareness of and community support for the College while enhancing its reputation through quality communications.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
6	Increase donor development and major gift fundraising for the Promise Scholarship Program.	Secure from donors an additional \$1,000,000 for the Promise Scholarship Program that would be matched by the Board of Trustees, resulting in an additional \$2,000,000 by June 2019.	Laura Brown Ken Ender	Heather Zoldak	<i>Priority:</i> Fully Fund Promise Program <i>Strategic Plan:</i> Stewardship	Foundation
7	Execute local, state, and national media outreach.	Create and/or facilitate 36 local stories that incorporate one or more key messages related to institutional communication goals of awareness, accountability, and affordability by June 2019. Ensure share of voice by exceeding local story count as compared to peer community colleges by June 2019. Place 18 trade journal articles by June 2019.	Laura Brown	Jeff Julian Kim Pohl	<i>Strategic Plan:</i> Engagement	Education Fund
8	Continue to build a strong support base with elected and public officials by implementing a legislative engagement plan and involving Board members and other key individuals.	Attend 12 legislative functions with elected officials by June 2019.	Laura Brown	Jeff Julian Kim Pohl	<i>Strategic Plan:</i> Engagement	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
9	Support the work of the Community Task Force as they review long-term facilities' needs.	Develop a recommendation to the Board of Trustees on funding for future facilities improvement projects by August 2018.	Ken Ender Maria Coons Laura Brown Michelé Smith	Jeff Julian Mike Barzacchini Kim Pohl	<i>Strategic Plan:</i> Curriculum & Instruction, Student Experience <i>IEM:</i> Facilities	Education Fund

Diversity:

Create a campus climate that is supportive of cultural differences and respectful of all constituents.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
10	Implement (in collaboration with Human Resources) a Job Coaching and Job Shadowing program for the College.	<p>Begin pilot Job Shadowing program by October 2018.</p> <p>Review pilot for changes and recommendations by March 2019.</p> <p>Launch a campus-wide program by April 2019.</p>	<p>Michelé Smith Ron Ally</p>	<p>Pearl Ratunil Roger Spayer</p>	<i>IEM: Diversity</i>	Education Fund
11	Revise communication portal for the Office of Diversity and Inclusion.	<p>Design and implement a communication and marketing plan to improve the branding/marketing of the Office of Diversity and Inclusion by October 2018.</p> <p>Begin re-design of the Diversity and Inclusion pages on the HIP and external website by December 2018.</p> <p>Complete redesign of HIP and the website by June 2019.</p>	<p>Michelé Smith Ron Ally Laura Brown</p>	<p>Pearl Ratunil Jeff Julian Patrick Bauer</p>	<i>Strategic Plan: Inclusion</i>	Education Fund
12	Implement pilot for Social Justice Leadership Certificate.	<p>Onboard first cohort of faculty and staff by September 2018.</p> <p>Design an assessment and evaluation plan by December 2018.</p>	<p>Michelé Smith</p>	<p>Pearl Ratunil</p>	<i>Strategic Plan: Inclusion</i>	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		Recruit second cohort of faculty and staff by February 2019. Evaluate the first year pilot and make recommendations for year two by June 2019.				
13	Administer Cultural Values Assessment (CVA).	Administer CVA in February 2019. Report results by April 2019.	Michelé Smith	Pearl Ratunil Kathy Coy	<i>Strategic Plan:</i> Inclusion <i>IEM:</i> Diversity	Education Fund

Employee Relations:

Ensure employee recruitment, development, and retention through appropriate processes.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
14	Finalize a mutually satisfactory collective bargaining agreement with the Professional-Technical Unit, Cook County College Teachers Union.	Complete contract and present contract for Board approval by June 2019.	Ron Ally	Roger Spayer Patrick Bauer	<i>Strategic Plan:</i> Stewardship	Education, Operations and Maintenance Funds
15	Develop Flight of the Hawks orientation as part of new employee onboarding and employee training.	Review and select appropriate format for development of training program by September 2018. Select instructional designer by September 2018. Identify pilot group and conduct first cycle of training and development by December 2018. Implement modifications or new modules by June 2019.	Ron Ally Judy Marwick	Roger Spayer Sheryl Otto Matt McLaughlin Vicki Atkinson	<i>Strategic Plan:</i> Engagement, Employee Skills	Education, Operations and Maintenance Funds
16	Implement the new performance review forms for classified and administration/ management.	Select performance management software by October 2018. Recommend software to President's Cabinet by November 2018. Implement software by January 2019.	Ron Ally	Roger Spayer Patrick Bauer	<i>Strategic Plan:</i> Employee Skills	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		Conduct training on use of new system for classified and administration/management by March 2019.				
17	Review Human Resources structure, services and resources and make recommendations for improved alignment.	Review and consider consultant's report and any recommendations for change by August 2018. Make recommendations for change by February 2019. Implement changes by June 2019.	Ron Ally	Roger Spayer	<i>Strategic Plan: Stewardship</i>	Education Fund
18	Select vendor for online delivery of leadership training.	Form a committee to develop criteria for online leadership training by July 2018. Review vendors that offer online training options and select the best option for Harper by December 2018. Implement online leadership training by January 2019.	Ron Ally	Roger Spayer	<i>Strategic Plan: Employee Skills</i>	Education Fund
19	Develop Supervisor/ Manager Toolkit.	Form a committee to develop content modules for the Supervisor/Manager Toolkit by August 2018. Choose an instructional designer to work with content experts and develop the	Ron Ally	Roger Spayer	<i>Strategic Plan: Employee Skills</i>	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<p>structure and content of modules by March 2019.</p> <p>Pilot the Supervisor/Manager Toolkit with new managers by June 2019.</p>				
20	Implement the Level II Adjunct Faculty Engagement Program.	<p>Enroll at least 15 adjunct faculty into the required Reflective Educator Course by July 2018.</p> <p>Form Cross-Functional Review Committee to review e-portfolio submissions by July 2018.</p> <p>Ensure that appropriate procedures and communications are in place to accommodate Level II incentives by October 2018.</p> <p>Evaluate pilot year of program with Adjunct Faculty Advisory Team, Provost and Review Committee by January 2019.</p>	Judy Marwick	Brian Knetl Mike Bates	<i>Strategic Plan:</i> Engagement, Employee Skills	Education Fund

Enrollment and Financial Aid:

Develop and implement a cohesive set of strategies inclusive of recruitment, enrollment, and retention to support enrollment goals for credit and non-credit programs; and provide financial aid to all eligible students.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
21	Increase the adoption of Open Educational Resources (OER) to reduce textbook costs.	<p>Audit current OER implementation by August 2018.</p> <p>Develop an OER strategic plan by September 2018.</p> <p>Increase number of students impacted by OER by 50% by June 2019.</p> <p>Provide professional development and support for at least 10 faculty to convert fully to OER in one or more course sections by June 2019.</p>	Judy Marwick Ron Ally	David Richmond Kathy Bruce Kimberly Chavis Jaime Long Mary Beth Ottinger Dean, BUS/SS Mike Bates Bret Bonnstetter	<i>Strategic Plan:</i> Stewardship	Auxiliary Enterprises Fund, Education Fund
22	Manage overall College enrollment.	<p>Maintain enrollment at a flat level by targeting the following audiences by June 2019:</p> <ul style="list-style-type: none"> • Persistence: Increase fall to spring persistence of new degree-seeking students by 1% via introduction of advisors to new degree-seeking students. • Apprenticeship Programs: Increase enrollment by 30 FTEs. • AcceleratED Pathways Partnership: Increase enrollment by 90 FTEs. 	Judy Marwick Michelé Smith	Claudia Mercado Mike Barzacchini Bob Parzy Rebecca Lake Maggi Franks Kathy Bruce Kimberly Chavis Jaime Long Travaris Harris Mary Beth Ottinger Dean, BUS/SS Sheryl Otto Kris Hoffhines Darice Trout	<p>Strategic Plan: Engagement, Inclusion</p> <p><i>IEM:</i> Market Penetration, Student Persistence</p>	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<ul style="list-style-type: none"> Hispanic Population: Increase enrollment by 25 annualized FTEs via new efforts promoting targeted activities to students of Hispanic background. New with Prior College: Increase enrollment by 15 annualized FTEs via new efforts promoting transfer credit or credit for prior learning. Continue collaboration with Elgin Community College at the Education and Work Center in Hanover Park. Review the findings of the Community Survey and develop a plan for credit and non-credit offerings that will serve the needs of local employers and community members. 		Mark Mrozinski Jennifer Brennan		
23	Manage the transition of high school Promise Scholars.	<p>Pilot Promise Program processes with early high school graduates by August 2018.</p> <p>Conduct search, hire, and onboard the new Promise Program Manager by September 2018.</p> <p>Develop and begin implementation of an</p>	Michelé Smith	Carolynn Muci	<p><i>Strategic Plan:</i> Inclusion, Engagement</p> <p><i>IEM:</i> Student Persistence</p>	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<p>onboarding plan for the first full Promise cohort by September 2018.</p> <p>Ensure Harper areas are informed of Promise requirements and have the resources needed to serve these students by November 2018.</p> <p>Ensure new Promise Program Manager has fully transitioned into the role by January 2019.</p> <p>Identify employer engagement opportunities for Promise Scholars by June 2019.</p>				
24	Implement recommendations of the Hispanic Strategic Enrollment Management Task Force.	<p>Grant Opportunities:</p> <ul style="list-style-type: none"> • Research grant opportunities to assist with funding Latinx activities by December 2018. • Identify two grant opportunities by June 2019. <p>Parent University (PU):</p> <ul style="list-style-type: none"> • Develop infrastructure to collect data on Latinx influencers by December 2018. • Use data to develop a plan for a PU by March 2019. • Launch PU by June 2019. 	Maria Coons Judy Marwick Laura Brown Michelé Smith	Claudia Mercado Kathy Coy Susanne Brock Brian Knetl Bob Parzy Laura McGee Lauren Chilvers Michael Bates Pearl Ratunil	<i>Strategic Plan:</i> Engagement, Inclusion, Achievement	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<p>Develop a First Year Seminar course for students placing in developmental education by February 2019.</p> <p>Increase the number of Latinx students who apply for federal aid and/or scholarships and receive aid and/or scholarships by 5% over FY2018.</p> <p>Facilitate cultural awareness opportunities through dialogues/presentations to faculty on Latinx and Hispanic Serving Institutions by June 2019.</p> <p>Develop a predictive part-time scheduling model by June 2019.</p>				

Facilities:

Ensure appropriate facilities to meet the instructional and non-instructional needs of the College community.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
25	Create Canning Center in Buildings A/K for “One Stop” and other services.	Complete construction documents by June 2019 pending release of current hold on project by State of Illinois by July 2018.	Ron Ally	Darryl Knight Steve Petersen	<i>Priority:</i> Complete Buildings F, M, Canning Center <i>IEM:</i> Facilities	Operations and Maintenance (Restricted) Fund
26	Complete Building M renovation.	Achieve substantial completion by July 2018. Open building by August 2018.	Ron Ally Ken Ender Laura Brown Judy Marwick Michelé Smith	Darryl Knight Travaris Harris Mark Mrozinski Kathy Bruce Steve Petersen	<i>Priority:</i> Complete Buildings F, M, Canning Center <i>IEM:</i> Facilities	Operations and Maintenance (Restricted) Fund

Financial:

Effectively develop, plan, and manage our financial resources.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
27	Issue General Obligation Limited Bonds.	Issue General Obligation Limited Bonds up to the allowable amount under the Debt Service Extension Base by March 2019 (approximately \$5 million).	Ron Ally	Bret Bonnstetter	<i>Strategic Plan:</i> Stewardship	Bond and Interest Fund
28	Evaluate dining services agreement prior to the initial term expiration in December 2018.	Evaluate vendor performance and recommend an annual contract extension or RFP process by August 2018. If RFP process is recommended, complete the RFP process for operation of dining services and select a vendor by October 2018.	Ron Ally	Bret Bonnstetter Rich Seiler	<i>Strategic Plan:</i> Stewardship, Student Experience	Auxiliary Enterprises Fund
29	Develop strategies that help contain the cost/credit hour.	Increase the average class fill rate to 80% by June 2019.	Judy Marwick	Kathy Bruce Kimberly Chavis Jaime Long Mary Beth Ottinger Dean, BUS/SS	<i>Strategic Plan:</i> Stewardship <i>IEM:</i> Instructional Cost	Education Fund

Safety:

Ensure the safety of the Harper Community.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
30	Exercise the College's Emergency Operations Plan (EOP) by conducting an emergency exercise and drill.	Hold a fire evacuation drill by October 2018. Hold an active shooter drill by March 2019. Hold a campus-wide tornado drill by June 2019.	Ron Ally	Claude Casaletto Sara Gibson	<i>Risk:</i> Crisis Communications, Disaster Preparedness	Education Fund
31	Prevent sexual harassment on campus and ensure compliance with state and federal regulations on sexual harassment amongst both students, faculty, and staff.	Develop a faculty professional development opportunity by June 2019. Conduct a workshop addressing legal issues on Title IX between the federal and state regulations by June 2019.	Ron Ally Judy Marwick	Sara Gibson Bev Riley Travaris Harris	<i>Strategic Plan:</i> Student Experience <i>Risk:</i> Sexual Harassment	Education Fund
32	Develop roof safety program per OSHA regulations.	Complete Phase 1 installation of roof guards and fall protection by June 2019. Complete roof access written program with training by June 2019.	Ron Ally	Darryl Knight Sara Gibson		Education Fund
33	Reduce the risk to minors on campus.	Establish a procedure with Palatine Park District and Centers for minors using the pool and fitness center by June 2019.	Judy Marwick Ron Ally Michelé Smith	Travaris Harris Mark Mrozinski Sara Gibson	<i>Risk:</i> Minors on Campus	Education Fund

Student Success:

Operationalize student success initiatives.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
34	Complete the ICCB program review process.	Conduct 21 program reviews resulting in program improvement plans by June 2019: <ul style="list-style-type: none"> • Accounting • Financial Management • Interior Design • Heating Ventilation and Air Conditioning • Graphic Arts Design • Package Design/Print Production/Web Design • Digital Photography • Fashion • Computer Numerical Control • Welding • Phlebotomy • Developmental English • Continuing Education • Biology • Chemistry • Physical Science/Engineering • Integrative Learning • Office of International Education • Student Development Courses • Center for New Students and Orientation • Financial Aid 	Judy Marwick Maria Coons Michelé Smith	Kathy Bruce Kimberly Chavis Jaime Long Mary Beth Ottinger Dean, BUS/SS Travaris Harris Njambi Kamoche Claudia Mercado Sheryl Otto Darlene Schlenbecker Kathy Coy Mike Bates Rich Johnson Darice Trout Vicki Atkinson Mark Mrozinski	<i>Strategic Plan:</i> Curriculum & Instruction	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
35	Implement new programming in credit and non-credit areas.	<p>Admit 20 students into the Surgical Technology program by August 2018.</p> <p>Enroll 10 students in the Personal Trainer Certificate Program by August 2018.</p> <p>Enroll 30 students in the Physical Therapy Assistant Program by January 2019.</p> <p>Offer one-to-three new programs in Continuing Education by June 2019.</p>	Judy Marwick Michelé Smith	Kathy Bruce Kimberly Chavis Rebecca Lake Mark Mrozinski Mary Beth Ottinger Dean, BUS/SS	<i>Strategic Plan:</i> Curriculum & Instruction	Education Fund Auxiliary Fund
36	Investigate the need for a placement floor in mathematics.	Make a recommendation on a test score to serve as a floor for placement into developmental mathematics by June 2019 (Academic Standards Committee).	Judy Marwick	Kathy Bruce	<i>Strategic Plan:</i> Curriculum & Instruction <i>IEM:</i> Developmental Education Success, Success in Gateway Courses	Education Fund
37	Increase the number of degree and certificate completers.	Award 3,680 degrees and certificates by June 2019 (target aligned with IEM).	Judy Marwick	Claudia Mercado	<i>Strategic Plan:</i> Achievement <i>IEM:</i> Annual Completions, Advancement	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
38	Implement new advising structure.	<p>Provide assigned advisors/ counselors for 6,000 currently enrolled credential-seeking students by February 2019 (an increase of 3,000 over FY2018).</p> <p>Achieve higher persistence rates in students with assigned advisors as compared to the overall College rates for:</p> <ul style="list-style-type: none"> • fall 2017 to fall 2018 • fall 2018 to spring 2019 	Judy Marwick	Sheryl Otto Vicki Atkinson Kris Hoffhines Matt McLaughlin	<p><i>Priority:</i> Student Advocate/Coach</p> <p><i>Strategic Plan:</i> Engagement, Achievement, Academic Planning & Pathways, Student Experience</p> <p><i>IEM:</i> Student Persistence</p>	Education Fund
39	Implement Areas of Interest program.	<p>Deliver at least one First Year Seminar (FYS) course or Start Smart experience for each Area of Interest by June 2019.</p> <p>Increase the percentage of first time in college degree-seeking students who develop an electronic plan by 5% over the FY2018 baseline of 70% by June 2019.</p> <p>Maintain a rate of 90% of students completing a Start Smart experience (fall 2018 and spring 2019) who develop an electronic educational plan to completion in Degree Works by June 2019.</p>	Judy Marwick	Brian Knetl Kathy Bruce Darice Trout	<p><i>Priority:</i> First Year Seminar/ Educational Plan</p> <p><i>Strategic Plan:</i> Engagement, Achievement, Academic Planning & Pathways, Student Experience</p> <p><i>Title III:</i> Start Smart, Educational Planning</p> <p><i>IEM:</i> Student Persistence</p>	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		Develop a plan (Core Teams) to assess the effectiveness of the Areas of Interest structure by June 2019.				
40	Design a system to improve online courses.	<p>Identify opportunities to increase summer online offerings by December 2018.</p> <p>Continue to implement the course design review process for 15% of total online course sections by June 2019.</p> <p>Train at least 20 new online instructors by June 2019.</p> <p>Schedule and advertise the Associates in Arts degree and other certificates identified by partners in the AcceleratEd Pathways Program by June 2019.</p>	Judy Marwick	Brian Knetl Mike Bates	<p><i>Priority:</i> Improve Distance Education Offerings</p> <p><i>Strategic Plan:</i> Achievement, Curriculum & Instruction, Student Experience</p> <p><i>IEM:</i> Student Persistence</p>	Education Fund
41	Re-envision the operational focus of the Learning and Career Center (LCC) towards an Integrated Career and Academic Preparation System (ICAPS) Model.	<p>Create an LCC Task Force by August 2018.</p> <p>Gather information from campus stakeholders on processes/relationships needed for strengthening cross-divisional connections and around LCC certificates by September 2018.</p> <p>Recommend and schedule two additional ICAPS cohorts at</p>	Judy Marwick Michelé Smith	Brian Knetl Darice Trout Mary Beth Ottinger Andrea Fiebig Jennifer Brennan Melissa MacGregor	<p><i>Strategic Plan:</i> Engagement, Inclusion, Achievement</p>	Education Fund

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		LCC for spring 2019 by October 2018. Train needed faculty on the ICAPS Model by November 2018.				

Technology:

Support and enhance technology to meet the instructional and administrative needs of the College community.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
42	Evaluate the potential replacement of the Oracle EBS Financial and Human Resources systems.	Investigate and evaluate replacement options by April 2019. Select a replacement product by June 2019.	Ron Ally	Patrick Bauer Bret Bonnsetter Roger Spayer	<i>Strategic Plan:</i> Engagement, Inclusion	Education Fund
43	Upgrade and improve the Student Information System through implementation of Banner 9 modules.	Implement Student Self-Service and self-service modules by June 2019.	Ron Ally Judy Marwick	Patrick Bauer Claudia Mercado	<i>Strategic Plan:</i> Inclusion, Achievement, Academic Planning & Pathways, Curriculum & Instruction <i>IEM:</i> Information Technology	Restricted Purposes Fund

Workforce Development/Economic Development:

Ensure Harper College provides workforce and entrepreneurial training and education and supports the region’s economic health.

	Goal	Target	Executive Council Lead	Administrative Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
44	Complete implementation of Phase II of the University Center concept.	<p>Develop and implement a collaborative database for partner student prospecting by December 2018.</p> <p>Develop and implement a joint integrated marketing and communication campaign to promote the University Center programs by December 2018.</p> <p>Secure 500 new student inquiries by June 2019.</p> <p>Enroll 50 new student participants in University Center programs by June 2019.</p> <p>Pilot Seamless Transfer Pathways Initiative within the University Center by June 2019.</p>	Michelé Smith Judy Marwick	Mark Mrozinski Bob Parzy	<p><i>Strategic Plan:</i> Achievement, Academic Planning & Pathways, Curriculum & Instruction, Student Experience</p> <p><i>IEM:</i> Advancement, Annual Completions</p>	Education Fund Auxiliary Fund
45	Re-envision the operational focus of the Job Placement Resource Center (JPRC) toward job placement.	<p>Review Job Placement Task Force report and 2018 program review document by October 2018.</p> <p>Conduct focus groups with students to understand their needs regarding job placement by November 2018.</p>	Michelé Smith	Mark Mrozinski Rebecca Lake	<i>Strategic Plan:</i> Achievement	Education Fund

	Goal	Target	Executive Council Lead	Administrative Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<p>Conduct focus groups with employers to envision how job placement should function by December 2018.</p> <p>Conduct focus groups with faculty to envision how job placement should function by February 2019.</p> <p>Redesign the mission of JPRC (if necessary) by May 2019.</p>				
46	Develop processes for strengthening pathways to careers based on Achieving the Dream Pathways to Careers Summit.	<p>Share follow-up report from Summit by August 2018.</p> <p>Gather information from campus stakeholders on processes for strengthening pathways to careers by September 2018.</p> <p>Gather information from employers by November 2018.</p> <p>Develop pilot to move students through non-credit to credit pathways by January 2019.</p> <p>Develop pilot for curriculum development across credit and non-credit modalities by March 2019.</p> <p>Develop marketing program for credit/non-credit programs via</p>	<p>Michelé Smith</p> <p>Judy Marwick</p>	<p>Mark Mrozinski</p> <p>Dean, BUS/SS</p> <p>Mary Beth Ottinger</p>	<i>Strategic Plan: Achievement</i>	Education Fund

	Goal	Target	Executive Council Lead	Administrative Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		continuing education catalog by April 2019.				
47	Implement a Workforce Engagement Plan.	<p>Develop work group of campus stakeholders who work directly with business and industry by September 2018.</p> <p>Create a plan of engagement for business and industry by December 2018.</p> <p>Recommend options for supporting the work of the Workforce Engagement Plan with customer relationship management software by March 2019.</p>	Michelé Smith	Mark Mrozinski Rebecca Lake Mary Beth Ottinger	<i>Strategic Plan:</i> Engagement, Achievement	Education Fund

Executive Council/Institutional Lead and Related Department

Executive Council / Institutional Lead	Department
Ron Ally	Finance and Administrative Services
Vicki Atkinson	Student Development
Mike Barzacchini	Marketing Services
Mike Bates	Academy for Teaching Excellence
Patrick Bauer	Information Technology
Bret Bonnsetter	Accounting Services
Jennifer Brennan	Learning and Career Center
Susanne Brock	Advancement/Foundation
Laura Brown	Advancement/Foundation
Kathy Bruce	Mathematics and Science
Claude Casaletto	Police Department
Kimberly Chavis	Health Careers
Maria Coons	Institutional Planning and Strategic Alliances
Kathy Coy	Institutional Research
Ken Ender	President's Office
Andrea Fiebig	Adult Education Development
Maggi Franks	Workforce Development
Sara Gibson	Facilities Management
Faon Grandinetti	Institutional Effectiveness and Outcomes Assessment
Travaris Harris	Student Affairs
Kris Hoffhines	Academic Advising and Counseling
Rich Johnson	Liberal Arts
Jeff Julian	Communication
Njambi Kamoche	Resources for Learning
Brian Knetl	Interdisciplinary Student Success
Darryl Knight	Facilities Management
Rebecca Lake	Workforce and Economic Development
Jaime Long	Liberal Arts
Melissa MacGregor	Workforce and Economic Development
Judy Marwick	Provost's Office
Matt McLaughlin	Student Development
Claudia Mercado	Enrollment Services
Mark Mrozinski	Workforce and Strategic Alliances
Carolynn Muci	Communication
Mary Beth Ottinger	Career and Technical Programs
Sheryl Otto	Student Development
Bob Parzy	Admissions Outreach
Steve Petersen	Facilities Management
Kim Pohl	Communications
Pearl Ratunil	President's Office/Diversity and Inclusion
David Richmond	Faculty Senate President
Bev Riley	Human Resources
Darlene Schlenbecker	Planning, Research and Institutional Effectiveness
Rich Seiler	Accounting Services
Michel�e Smith	Workforce and Strategic Alliances
Roger Spayer	Human Resources
Darice Trout	Interdisciplinary Student Success
Heather Zoldak	Advancement/Foundation
Dean, BUS/SS	Business and Social Science

Identified Risk Areas

The following four items have been identified as the risk areas to be addressed (not in priority order):

Risk Area	Addresses Item/Responsibility
Crisis Communications	Crisis Communications Plan Kim Pohl and Jeff Julian
Disaster Preparedness	Protection of People/Life Safety Claude Casaletto
Sexual Harassment	Compliance with Title IX of the Education Amendments including Cleary Act and State Laws and “Me Too” issues in the workplace Travaris Harris, Bev Riley, Terese Craig
Minors on Campus	Minors on Campus Travaris Harris, Mark Mrozinski

Operational Plan Cross-Reference

	Operational Plan Item Number
IEM	
Advancement	37, 44
Annual Completions	37, 44
Developmental Education Success	36
Employee Diversity	10, 13
Facilities	9, 25, 26
High School Market Penetration	22
Information Technology	43
Instructional Cost	29
Student Persistence	3, 22, 23, 38, 39, 40
Success in Gateway Courses	4, 36
Presidential Priorities	
First Year Seminar and Educational Plan	39
New Model for Student Advocates/Coaches	38
Complete Buildings F, M, and Canning Center	25, 26
Fully Fund Promise Program	6
Improve Distance Education Offerings	40
Risk	
Crisis Communications	30
Disaster Preparedness	30
Minors on Campus	33
Sexual Harassment	31
Strategic Plan	
Engagement	1, 2, 3, 5, 7, 8, 15, 20, 22, 23, 24, 38, 39, 41, 42, 47
Inclusion	1, 3, 5, 11, 12, 13, 22, 23, 24, 41, 42, 43
Achievement	1, 2, 24, 37, 38, 39, 40, 41, 43, 44, 45, 46, 47
Alignment of Employee Skills	1, 15, 16, 18, 19, 20
Curriculum and Instruction	1, 4, 9, 34, 35, 36, 40, 43, 44
Pathways	1, 38, 39, 43, 44
Stewardship	1, 6, 14, 17, 21, 27, 28, 29
Student Experience	1, 3, 9, 28, 31, 38, 39, 40, 44
Title III	
Educational Planning	39
Start Smart	39