William Rainey Harper College utilizes a broad, collaborative, community-based strategic planning process to ensure the College continues to meet the changing needs of our students and community. Harper College engages in frequent assessment of the students and the community we serve. Prior to development of the Strategic Plan, an Environmental Scan was completed. The results of this scan highlighted the demographic changes occurring in our district. In recent years, the district experienced a sizable decrease in household income and a notable increase in historically underrepresented populations. Additionally, these district changes were happening during a time of decreased state funding, local property tax caps and shrinking high school graduation class sizes. It became clear that the College needed to engage in an extensive evaluation to inform development of Strategic Plan that addressed a major change agenda. This would enable the College to produce higher levels of student achievement and increase student support, all while reprioritizing current resources.

The College utilized the following process to develop its community-based Strategic Plan with the guidance of the Strategic Planning and Accountability Committee (SPA), a shared governance committee. The process included:

- A broad-based assessment of the progress made and the challenges encountered in the previous Strategic Plan and a review of community and student data.

- Four dialogue sessions to invite broad-based campus discussion on the issues facing the Institution. The dialogue sessions included presentations from industry experts, as well as expert panelists of Harper faculty and staff. Employee feedback was a critical component of these sessions and included discussion, input groups and survey opportunities. The four sessions included Harper’s Changing District; Strengths, Weaknesses, Opportunities, and Threats (SWOT); Approaches to the Adult Market; and Student Engagement.

- A strategic planning conference for internal and external stakeholders with a goal of producing strategic directions and goal themes for the new strategic plan. The conference brought together educators, community and business leaders, and other strategic thinkers to help us define broad directions for the College and ensure alignment with community partners. Resource materials were provided for all conference attendees to ensure an understanding of the issues facing Harper College and its students. These resources highlighted best practices in higher education and community colleges as well as documented the results from the four dialogue sessions. Three Strategic Directions and five goal themes were identified during the conference.

- The three Strategic Directions and five goal themes were developed into statements and supporting paragraphs by the SPA Committee and its ad hoc work groups, after additional discourse with internal and external stakeholders.

- In fall 2015, the new Strategic Plan was approved by the Board of Trustees and implemented by the College.
Strategic Planning Management Structure

The FY2016-2019 Strategic Plan has several groups assigned to be responsible for advancing various planning elements. The roles and their functions are described below:

- **Champion Team**: Provides oversight for implementation of the Strategic Plan. The team is comprised of three administrative leaders and three faculty members. This team recommends actions to the College President, works to make certain that efforts across the plan are aligned, communicates planning information, sets outcomes, approves strategic planning initiatives and associated budgets, and reviews evaluation of initiatives to determine next steps.

- **Goal Team Leaders**: Provide oversight on all initiatives under a goal. Goal teams are co-led by an administrator and a faculty member. Their charge is to develop and meet specific outcomes utilizing proven policies and practices to ensure progress is being made against the strategic goals. Responsibilities include planning, evaluation and budgeting. Goal Leaders also coordinate efforts across initiatives. Some of these teams provide college-wide coordination of activities, while other teams produce the goal outcomes through strategic initiatives. In some cases, the goal team can be responsible for both. Each team’s goal statement, supporting paragraph, targets, and plans for FY2018 are listed on the pages that follow.

- **Strategic Initiatives Coordinating Council**: Responsible for College-wide coordination of initiatives. This council is charged with ensuring wide-reaching collaboration across the College in pursuit of its institutional initiatives and includes leadership from the Strategic Plan, Title III grant, Higher Learning Commission accreditation steering committee, Frontier Set Grant, and the College’s Enrollment Management Task Force. These leaders work together to ensure broad communication and alignment of initiatives.
Strategic Planning Student-Based Initiatives Model

Student success initiatives will be incorporated within this structure and follow a three-step process, represented in the following diagram:

Each initiative will have an evaluation plan to address the outcomes, criteria for success and results. The evaluation plan will be approved by both the Accountability Work Group and Champion Team prior to approval to pilot or process implementation. The evaluation plan will include the assessment measures and data that will be utilized to measure the initiative’s effectiveness.

*NOTE: Although the Champion Team will contact stakeholders as part of this review, the team may engage Shared Governance committees or other stakeholders at any point in the process, as appropriate.*
Harper College

Mission Statement

Harper College enriches its diverse communities by providing quality, affordable, and accessible education. Harper College, in collaboration with its partners, inspires the transformation of individual lives, the workforce, and society.

Core Values

Consistent with its philosophy, mission and vision, we, the employees and public servants of Harper College, have chosen values by which we will work. These values are as follows:

Integrity
   Result: An environment where relationships and practices are based on trust. Key Action: Be responsible and accountable for your own actions.

Respect
   Result: Interactions which add dignity to ourselves, our relationships with others and our organization. Key Action: Value and celebrate the uniqueness of individuals.

Excellence
   Result: Student, employee and organizational success through a creative and responsive work environment by exceeding the needs and expectations of all. Key Action: Effectively anticipate, identify and respond to learner, employee and organizational needs.

Collaboration
   Result: Accomplishment of better results by working together than otherwise likely to occur by working alone. Key Action: Address issues as they arise and take necessary actions to productively resolve them.
Strategic Directions

The Strategic Directions and Supporting Paragraphs resulting from the Strategic Planning Conference and subsequent planning sessions are as follows:

Inclusion
Foster an environment that values and respects each member of Harper’s diverse community and actively encourages cross-cultural engagement.

Supporting Paragraph:
Harper is committed to a culturally responsive environment that makes all members of our community feel confident that the full extent of their humanity and contributions are recognized and honored. An environment that welcomes, values and respects all members of the college’s diverse community—across the spectrums of ability, academic preparedness, age, ethnicity, faith, gender expression, identities, race, and more—fosters a culture where all feel safe to participate, in open and respectful discourse, without fear of discrimination or marginalization.

Engagement
Foster and support a culture of engagement throughout the College.

Supporting Paragraph:
Engagement refers to students' active participation in and out of the classroom and collective ownership of the learning process by students, faculty, staff, community partners, and residents. A "culture of engagement" expects and empowers everyone to take responsibility for building and maintaining positive connections throughout the Harper community. Harper College aims to achieve equity in engagement across all student groups according to their needs.

Achievement
Enhance and support the academic environment in ways that lead to increased student achievement and facilitate greater equity of student success across demographic groups.

Supporting Paragraph:
Achievement comes in many forms (academic and personal) and directly refers to supporting an academic environment that leads to greater equity. The ultimate objective of the direction is to provide the type of academic environment that leads to student success and improves academic achievement across diverse communities of students. Diverse communities are defined in the Inclusion Strategic Direction and include spectrums of ability, academic preparedness, age, ethnicity, faith, gender expression, identities, race, and more.
Strategic Goals

The Strategic Goals and Supporting Paragraphs resulting from the Strategic Planning Conference and subsequent planning sessions are as follows:

Achieving Educational Goals: Academic Planning and Pathways
Establish practices that empower and support students in exploring and identifying academic options for effective planning and progress toward achieving their educational goals.

Supporting Paragraph:
At Harper College, this refers to developing and providing our students with forms of communication, information and guidance to support them in effectively identifying and completing their educational goals. The intent of this goal is not to limit the educational options of our students, but to provide resources that contribute to students’ progress toward their goals.

Alignment of Employee Skills with Strategic Directions
Expand and support professional development opportunities to enhance employee knowledge and skills with respect to the strategic directions and goals.

Supporting Paragraph:
The enrichment of skills extends to all employees and includes the ability to pursue appropriate forms of relevant professional development. This goal places emphasis on inclusion for all employees, while promoting the acquisition of the knowledge and skills needed to support the College’s strategic plan. There should be consideration for allocating sufficient financial resources in order to afford a variety of learning opportunities to engage in relevant professional development, and it should be recognized that Harper College is indeed fortunate to include unique employees with unique needs.

Curriculum & Instruction
Evaluate curriculum and assess outcomes to provide optimal and diverse educational opportunities for Harper students.

Supporting Paragraph:
Faculty-directed curriculum development and evaluation provide Harper College with enriching courses and programs of study. Continual evaluation at course and program levels maintains curriculum currency and relevance. Curriculum will continue to be evaluated with deliberation, care, and collaboration to ensure that it meets intended outcomes and evolving student, community, transfer, workforce, and global needs. Various forms of discipline-specific assessment at Harper College encourage reflection, responsiveness, and adjustment, toward helping all students master the knowledge and skills needed to achieve their educational goals.
**Stewardship**
Dedicate resources, both human and financial, to optimize student success, while remaining responsive to external trends and issues that have documented effects on the College.

**Supporting Paragraph:**
Harper’s core mission is to responsibly serve students and the Harper community. Stewardship focuses on the dedication and allocation of resources that ensure Harper optimizes strategies that lead to student success while responding to external factors including but not limited to economic, regulatory, social, competitive and technological, that have documented impact on the College. Resources are both human and financial and are dedicated by the College and external entities partnered or affiliated with the College.

**Student Experience**
Provide experiences that support the ongoing needs of our diverse student community through purposeful interactions and college-wide responsiveness to meet student goals.

**Supporting Paragraph:**
This goal encompasses the entire experience, from first contact to completion of goals, for all Harper College students. Regardless of their reasons for attending, all students will receive equitable and responsive support, both in and out of the classroom. All Harper College employees will provide experiences college-wide that engage all students as active partners in their success.
Goal Team Progress to Targets and FY2018 Objectives

Each goal is staffed by a goal team. Many of these teams have created additional groups to facilitate implementation of projects and to enable the College to achieve the established goal targets. Teams can work on a single project or multiple projects, and those projects can be in a variety of phases.

The College maintains a Strategic Plan dashboard to ensure the transparency and detail the progress being made toward achieving the goals of the Strategic Plan. Each strategic goal is represented along with the progress that has been made toward meeting each goal’s defined targets. Progress on the goal targets is identified as:

- **In Progress – Needs Attention**: Indicates that additional attention and effort is needed if the 2019 target is to be achieved.
- **In Progress – On Target**: Indicates that this is an annual target that has been met for the current fiscal year OR that current activities are resulting in significant progress on this target and it is projected that the 2019 target will be achieved.
- **Target Achieved**: Indicates that the initiative(s) associated with this target has been institutionalized OR that this is a one-time target and has been achieved.

The dashboard also links to supporting documentation for each target and can be accessed here.
**Goal: Achieving Educational Goals: Academic Planning and Pathways**

Establish practices that empower and support students in exploring and identifying academic options for effective planning and progress toward achieving their educational goals.

<table>
<thead>
<tr>
<th>Target</th>
<th>In Progress Needs Attention</th>
<th>In Progress On Target</th>
<th>Target Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Areas of Interest by August 2017.</td>
<td>![Blank]</td>
<td>![Check]</td>
<td>![Check]</td>
</tr>
<tr>
<td>Reduce the number of “undecided” students at time of application from 25% to 15% by fall 2018.</td>
<td>![Check]</td>
<td>![Blank]</td>
<td>![Check]</td>
</tr>
<tr>
<td>Reduce the number of “undecided” students at time of registration from 8% to 5% by fall 2018.</td>
<td>![Blank]</td>
<td>![Blank]</td>
<td>![Check]</td>
</tr>
</tbody>
</table>

In FY2018 the Academic Planning and Pathways team plans to:

- Implement additional web page changes including new imaging, workforce information, and transfer information for each Area of Interest.
- Develop Area of Interest teams.
- Develop and implement internal marketing campaign highlighting Areas of Interest.
- Collaborate with other campus teams regarding redesign of application, onboarding, student portal, catalog, and First Year Seminars to reflect Areas of Interest.
- Collaborate on the implementation of a new advising model, designed around Areas of Interest leading to every degree seeking student having a point person on campus.
**Goal: Alignment of Employee Skills with Strategic Directions**
Expand and support professional development opportunities to enhance employee knowledge and skills with respect to the strategic directions and goals.

<table>
<thead>
<tr>
<th>Target</th>
<th>In Progress Needs Attention</th>
<th>In Progress On Target</th>
<th>Target Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify barriers to employee participation in professional development.</td>
<td></td>
<td><img src="image1" alt="Achieved" /></td>
<td></td>
</tr>
<tr>
<td>Implement a process for scaling up employee skills in relation to other teams’ initiatives by fall 2017.</td>
<td></td>
<td><img src="image2" alt="Achieved" /></td>
<td></td>
</tr>
<tr>
<td>Increase the percent of employees who are satisfied with support, recognition and value of professional development at Harper College by 5% from fall 2016 to fall 2019 (as measured by Personal Assessment of the College Environment (PACE) survey items).</td>
<td></td>
<td><img src="image3" alt="Achieved" /></td>
<td></td>
</tr>
<tr>
<td>Design an online dashboard to communicate professional development opportunities.</td>
<td></td>
<td><img src="image4" alt="Achieved" /></td>
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</tbody>
</table>

In FY2018 the Alignment of Employee Skills with Strategic Directions team plans to:

- Administer survey to identify Harper employees’ barriers to participation in professional development.
- Implement process to assist other goal teams in providing professional development related to their strategic goals.
- Implement Professional Development Dashboard to consolidate all professional development training for easy reference by employees and supervisors.
**Goal: Curriculum and Instruction**
Evaluate curriculum and assess outcomes to provide optimal and diverse educational opportunities for Harper students.

<table>
<thead>
<tr>
<th>Target</th>
<th>In Progress Needs Attention</th>
<th>In Progress On Target</th>
<th>Target Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement a process for quality assurance in online/blended courses.</td>
<td></td>
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<td></td>
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<tr>
<td>Provide a program to support faculty intervention in student course retention.</td>
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<tr>
<td>Identify 2-3 high-impact teaching practices effective across disciplines.</td>
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</table>

In FY2018 the Curriculum and Instruction team plans to:

- Continue implementation of quality assurance in online courses, including support of online course review process and building expectations of best practices in use of Blackboard.
- Lead a course retention initiative with ten adjunct faculty members designed to educate and capitalize on best practices.
- Assess effects of high impact practices that were implemented in 0-15 courses.
- Develop professional development models for implementing discipline-specific high impact practices.
**Goal: Stewardship**

Dedicate resources, both human and financial, to optimize student success, while remaining responsive to external trends and issues that have documented effects on the College.

<table>
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<th>In Progress Needs Attention</th>
<th>In Progress On Target</th>
<th>Target Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a rubric to analyze the cost impacts of Strategic Plan initiatives.</td>
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<tr>
<td>Analyze the impact of Strategic Plan initiatives based on cost per successful credit hour.</td>
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</table>

In FY2018 the Stewardship team plans to:

- Evaluate the impact of Strategic Plan initiatives as they are forwarded to the Stewardship Team for analysis.
**Goal: Student Experience**

Provide experiences that support the ongoing needs of our diverse student community through purposeful interactions and college-wide responsiveness to meet student goals.

<table>
<thead>
<tr>
<th>Target</th>
<th>In Progress Needs Attention</th>
<th>In Progress On Target</th>
<th>Target Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify technology to streamline, prioritize and redesign communication channels and centralize student engagement touchpoints by June 2017.</td>
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<tr>
<td>Identify a Culture of Care Model for the College by December 2017.</td>
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<tr>
<td>Create a visual RoadMap for all degree- and certificate-seeking students noting key student touchpoints with the institution from Day 1 through the end of the first term by June 2018.</td>
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</tbody>
</table>

In FY2018 the Student Experience team plans to:

- Continue research and gap analysis related to potential implementation of a Customer Relationship Management (CRM) system.
- Identify, model and develop a Culture of Care Model project plan with specific budget costs.
- Investigate partnering with an outside consultant to assist in bringing the Culture of Care Model to scale.
- Support continued implementation of unified texting platform.