

2010-2015 Strategic Plan Outcomes: Accomplishments and Challenges

Accomplishments

The major success outcomes resulting from the plan's four strategic directions are described below:

Inspiration:

- Created middle school and adult career fairs, provided elementary and middle school campus experiences and assigned Harper Ambassadors to all district schools with high rates of low-income students that experience a 50% or more free or reduced lunch rate; all of which is designed to inspire college completion for all.
- Redesigned our Northeast Educational Center in partnership with local community leaders, to better align with changing community needs including English language skills and short-term employment certificates. The Learning and Career Center provides access to holistic student support with partnering agencies.
- Created a new course site to provide access for low socioeconomic and limited English speaking adult students on the western side of the district in partnership with Elgin Community College and the Village of Hanover Park.

Partnership:

- Improved by 27% the number of recent district high school graduates beginning credit-ready in math from 45.8% to 67.1%. This increase was a result of partnerships with the high schools including testing the math college readiness of juniors and offering an aligned High School Algebra III with Harper's MTH080 course for non-college ready seniors taught in their buildings by high school teachers, as well as offering college level math courses in the high schools for qualified seniors.
- Realized a 39.8% market penetration rate from our sender high schools' recent graduates. This rate includes dual-credit students and represents our highest rate ever achieved.
- Increased dual-credit enrollment by 53% between 2012 and 2014 through increased curriculum alignment and collaboration in new program development.
- Received over \$14 million in partnership-focused grant dollars from the Department of Labor's Round II and III TAACCCT grant: \$12.9 million to address a statewide skills shortage in advanced manufacturing in partnership with colleges and manufacturers; and \$1.2 million as a partner in a \$24.5 million grant to address skill shortages in supply chain management.
- Received the first ever Outstanding College/Corporate Partnership Award, presented by the AACC, for our national partnership model between Harper College and Motorola Solutions.

Accountability:

- Created 24 Institutional Effectiveness Measures that are updated annually, benchmarked against peers and shared publicly on a Strategic Planning Dashboard.

- Created a 4-step process to encourage innovative initiatives by cross functional teams to improve student success outcomes that includes investigation, planning, pilot and evaluation.
- Developed an electronic, interactive Student Success Report that keeps college employees up to date on our student success outcomes, and includes the ability to sort by multiple demographic criteria.

Completion:

- Improved College IPEDS graduation rate by 10% from 14% for the 2006 cohort to 24% for the 2010 cohort. New initiatives focused on impacting completion included Developmental Summer Bridge programs, Early Alert program, First Year Seminar, the Completion Concierge and new policies on taking developmental courses during the first semester.
- Conferred 3,743 degrees and certificates in the 2013/14 academic year. This put the College 689 credentials ahead of our annual target of 3,054. The College is 67% to its goal of 10,604 additional degrees and certificates by 2020.
- Created an electronic, stackable career program pathway resource site from High School to Harper certificates and degrees to transfer universities that provides student academic plans, job descriptions, average pay rates and employment opportunities.
- Received the Gates/EDUCAUSE Next Generation Learning Challenge Grant, which resulted in \$150,000 for Project Discover. This project includes a student analytics system, first year seminar course, educational planning tools and an upgraded student portal.

Challenges

The issues that challenged the College to make progress are described below:

- **Persistence Rates**
While new initiatives increased persistence for those involved in each program, those programs never reached enough students to impact the overall rate. Despite variations over time, at 50% the fall to fall persistence rate is approximately the same as it was in 2010.
- **Classroom Environment**
None of our strategies focused on classroom instructional approaches. The focus, based on strategies developed by the teams, was on student service improvements and innovation.
- **Lack of Adult Focus**
None of our strategies focused directly on adult enrollment and success; rather the focus was on alignment with district high schools.
- **Number of Goals**
It was the consensus of the strategic planning teams that more focus on fewer goals would produce better integration and scale.
- **Impacting the Achievement Gap**

While new initiatives decreased the achievement gaps for African American and Hispanic students in the program, those programs never impacted enough students to change the institutional level metrics.