Palatine, Illinois

Institutional Accountability Report

2024-2025

Harper College

MISSION

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.

VISION STATEMENT

We will be an innovative and inclusive institution, the community's first choice, and a national leader for student success.

PHILOSOPHY STATEMENT

We, at Harper College, believe that our charge is to facilitate active learning and foster the knowledge, critical thinking and life/work skills required for participation in our global society. We work with our community partners to enrich the intellectual, cultural and economic fabric of our district. We believe that excellence in education must occur in an ethical climate of integrity and respect. We hold that the strength of our society is rooted in our diversity and that it is through synergy that we achieve excellence.

CORE VALUES

*We value **Respect, Integrity, Collaboration** and **Excellence.***

We guide our work and support our philosophy, mission and vision by these core values.

RESPECT
We demonstrate Respect by interacting with and caring for others in a way that adds dignity to ourselves, our relationships and our organization by:

- valuing and celebrating the uniqueness of individuals and their strengths;
- expressing appreciation for our colleagues' time, efforts and contributions;
- encouraging multiple perspectives.

INTEGRITY
We demonstrate Integrity by supporting an honest and ethical environment by:

- respecting confidentiality and acting in a trustworthy manner;
- being accountable for our actions and adhering to policies and procedures;
- making decisions that are fiscally and socially responsible.

COLLABORATION
We demonstrate Collaboration by working internally and externally toward shared goals to create a more positive outcome by:

- actively listening, responding to others with empathy;
- practicing open and honest communication and sharing information that is essential for success;
- using positive humor to foster a healthy and enjoyable environment.

EXCELLENCE
We demonstrate Excellence by setting and pursuing high standards of professionalism and competency by:

- providing exceptional service to all while demonstrating pride in our work;
- welcoming new challenges and seeking opportunities for growth and development;
- encouraging and empowering each of us to achieve our best.

2024-2025 Institutional Accountability Report

Avis Proctor, Ed.D. President

July 2025

William Rainey Harper College
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MEMORANDUM

To:	Board of Trustees
From:	Dr. Avis Proctor, President
Date:	June 30, 2025
Re:	FY2025 Harper College Accountability Report

Reflecting on FY2025, we remained resilient and grounded in our mission to provide quality, affordable, and accessible education to our diverse communities. This year provided challenges and opportunities as we responded to the changing landscape of education and united around the development of our next strategic plan. All things considered, Harper continued to positively influence lives through the power of education that advances economic mobility and opportunity. In doing so, we realized many accomplishments over the past year. Although this report largely highlights the work carried out towards our operational and strategic goals, much more was achieved. We are proud of the progress toward our goals, and the difference Harper College continues to make in our students' lives and in our community. Consistent with our commitment to transparency and accountability, this document reports the FY2025 outcomes for the Presidential Priorities, Institutional Effectiveness Measures, Strategic Plan, and Operational Plan. While all our efforts are worth mentioning and result from the collaborative work of our faculty and staff, the following items highlight exceptional work over the past year:

- Achieved a graduation rate of 47.6%, the highest rate in Harper's recorded history.
- Awarded 267 credentials to Promise Scholars and welcomed the sixth cohort of 361 Promise Scholars in fall 2024. The Promise Scholars continue to outperform their peers in course completion, grade point average, and credit hours earned.
- Developed new academic programs in Psychiatric Technician, Artificial Intelligence, Aviation Management and an Associate in Fine Arts – Music Production emphasis, responding to educational needs of our community.
- Expanded access to the Practical Nursing Program through redesigned admissions criteria and curriculum enhancements.
- Continued success in apprenticeships with the addition of two new employer partners (88 total) and a new Manufacturing Production Certificate program. Harper apprenticeships have served more than 550 individuals with an average GPA of 3.43, and an average graduation rate of 70%.
- Hosted a ribbon-cutting ceremony to celebrate the opening of the new Building E Film Lab, a state-of-the-art facility dedicated to the study of motion pictures.
- Broke ground on three large construction projects: Canning Center and University Center; Emergency Services Training Center; and the Business and Social Sciences Building.
- Conducted a year-long engagement process to develop and adopt the FY2026-2029 Strategic Plan.
- Established a college-wide Artificial Intelligence (AI) Task Force to creatively explore uses of AI in instructional and operational contexts, while proactively addressing potential risks to the institution.
- Received the Higher Education Excellence in Diversity (HEED) Award for the second consecutive year, recognizing Harper's commitment to diversity and inclusion.

- Celebrated the 10th Anniversary of the Education and Work Center (EWC)—a collaborative partnership with Elgin Community College, the Chicago-Cook Workforce Partnership, the State of Illinois and the City of Hanover Park—to help residents achieve educational and career goals.
- The Harper College Educational Foundation grew assets by over $6.7 million during the 2024-2025 fiscal year and awarded nearly $3.1 million in scholarships, grants and financial support. Fifteen new scholarship and program funds were created and 1,290 students received financial support from the Foundation.

Presidential Priorities

The President establishes priorities in consultation with the Board of Trustees that support the Strategic and Operational Plans of the College. Four goals were established for FY2025:

Goal: Ensure continued progress on student success measures focused on how students advance in their studies at Harper, as defined by the *You Matter, We Care SOAR* framework and monitored through the Institutional Effectiveness Measures (IEMs). The leading indicators below provide key data on progression to graduation and will be disaggregated to ensure the College is focused on closing equity gaps. These measures include:
   a. **Fall to Spring Persistence**
   b. **Fall to Fall Persistence**
   c. **Part-Time Credit Accumulation (12 hours)**
   d. **Full-Time Credit Accumulation (24 hours)**

Status: Completed
Measured progress on the stated leading indicators, with improvement achieved in all four of the measures. Additionally, 12 equity gaps were identified in these four measures, and gaps were reduced or remained constant for seven of these measures.

Goal: Establish additional measures that aid in improving the recruitment and retention of diverse faculty and staff and report progress via the IEMs.
   a. **Implement the new recruitment plan.**
   b. **Strengthen practices that enhance the retention of faculty and staff from underrepresented groups.**

Status: Completed
Continued to implement the new recruitment plan and launched the Search Committee handbook, with support from Human Resources, search committees are expected to use the handbook for guidance and consistency in our recruitment practices. Adopted a compensation philosophy in July 2024 that is applied to all positions impacted by our updated compensation approach. Employee retention continues to be an area of focus. Human Resources has implemented monthly new hire coffees to welcome and promote a sense of belonging in new employees. Additionally, a new employee resource group (ERG) has been created for immigrant employees (Voice of Immigrants Committed to Equity; VOICE). ERGs are open to all employees. We are also looking forward to the creation of campus affinity groups, where individuals can connect based on shared identities, interests, or experiences.

Goal: Execute recommendations that increase standards of risk management for the College.
   a. **Continue to execute enrollment and marketing strategies that build on the increased enrollment experienced over the past fiscal year.**
   b. **Continue to improve institutional readiness for emergencies and cybersecurity threats.**

Status: Completed
The College continued to execute enrollment and marketing strategies that build on the increased enrollment experienced over the past fiscal year. We revised the "living" Strategic Enrollment Plan to focus on expansion of dual credit transition post high school, increase the number of Math and English students with a high school GPA of 2.0 or lower who engage with the Academic Support Center, create an FYS course for returning adults to assist with transition to college, explore the purchase of an AI recruiter to expand reach and service to prospective students, increase the number of reenrolling students through a Harper Reconnect program, and improve Registration Rally awareness and support. Additionally, the College continues to improve institutional readiness for emergencies and cybersecurity threats with the completion of a Continuity of Operations Plan (COOP), the addition of 30 outdoor speakers to facilitate emergency communications, testing of emergency alert communications, conducted a Family Reunification exercise in which nearly 1,300 faculty, students and staff were relocated from Plum Grove Middle School to Building M. Cybersecurity efforts included completing 33 of 38 recommendations from the Gramm-Leach-Bliley Act (GLBA) assessment to improve cybersecurity posture at the College, deployed student security awareness training in additional to the annual employee cybersecurity training, conducted a Cyber Breach Functional Training Exercise (FTX) aligned with the Cybersecurity & Infrastructure Security Agency (CISA) best practices, and updated the Incident Response Plan and the Virus and Malware Response Plans to enhance our preparedness.

Goal: Execute the highest priority master planning projects.
   a. **Complete construction documents and begin construction of the Canning Student Center.**
   b. **Complete construction documents and bidding for the Business and Social Sciences Building (Buildings I and J).**

Status: Completed
Completed construction documents for the Canning Student Center and University Center in July 2024 and groundbreaking in November 2024. Completed construction documents and phased and anticipated bidding for the Business and Social Sciences Building and held groundbreaking in May 2025.

Goal: Execute an inclusive strategic planning process.
   a. **Organize and execute an inclusive strategic planning process for the College focused on student, employee, facility and community needs.**

Status: Completed
Engaged faculty, staff, students, the Board of Trustees, and community members in a strategic plan development process that included dialogue sessions, data summits, a survey, and a culminating Strategic Planning Conference. The inclusive planning process resulted in three strategic plan goals, approved by the Board of Trustees in June 2025:
   1. Cultivate an inclusive and supportive community that prioritizes holistic well-being for everyone.
   2. Provide innovative and responsive education that addresses the evolving needs of students, the workforce, and our community.

3. Achieve organizational excellence by centering on mission-aligned initiatives that improve operations, encourage experimentation, and advance sustainability, while upholding the College's core values.

The following highlights the financial results against the FY2025 budget.

Financial Projections

For fiscal year 2025, the College's financial projection reflects a favorable variance relative to the adopted budget for the Tax-Capped Funds, which include the Education Fund, Operations and Maintenance Fund, Audit Fund, and Liability, Protection and Settlement Fund.

The original budget for the Tax-Capped Funds anticipated a surplus of $4.4 million, in alignment with the College's objective to preserve reserve ratios amid ongoing inflationary pressures. Based on current projections, the surplus is projected to be $10.9 million, primarily attributable to stronger-than-anticipated revenue performance across all major sources.

Revenues for the Tax-Capped Funds are projected to exceed budgeted levels by approximately $4.7 million. Local property tax revenues are forecasted to surpass the budget by $0.9 million, driven by incremental distributions from tax increment financing districts. With ongoing uncertainty surrounding State appropriations, the College prudently budgeted 75% of the base operating grant; however, the full appropriation was ultimately received, resulting in a favorable variance of $2.5 million. Tuition and fee revenues are projected to exceed the budget by $0.7 million, supported by enrollment growth. Investment income also outperformed expectations due to sustained elevated interest rates.

Projected expenditures for the Tax-Capped Funds are estimated to be $1.8 million, or 1.3%, below budget. This favorable variance is primarily the result of cost savings associated with unfilled positions, which reduced salary and benefit obligations.

The College continues to exercise sound fiscal management and remains committed to maintaining financial stability while supporting its strategic priorities and has received external recognitions as a result. Moody's Investor Services has reaffirmed Harper College's Aaa rating, the bond credit rating company's highest possible evaluation. Also, the Government Finance Officers Association of the United States and Canada (GFOA) issued the College a Certificate of Achievement for Excellence in Financial Reporting for the 15th consecutive year.

Capital Projects

Several Campus Master Plan project initiatives made significant progress in FY2025:

- Completed the Building B Central Steam Boiler Plant Upgrade Project within the project budget of $6,546,000.
- Completed the Building E Film Studies Lab within the project budget of $2,420,500.
- Completed the Building E HVAC Replacement Project within the project budget of $610,600.

- Completed the Building E Toilet Room Upgrade Project within the project budget of $885,400.
- Completed the Building H Welding Lab Renovation Project within the project budget of $475,300.
- Completed the Building M Utility Piping Relocation and Building U Heating Hot Water Plant Replacement Project within the project budget of $2,211,000.
- Completed the Building P Audio Lab Remodeling Project within the project budget of $736,000.
- Completed the Building R Roofing System Replacement Project within the project budget of $796,000.
- Completed the Building V Parking Lot and Salt Storage Project within the project budget of $562,000.
- Completed the Building X Massage Therapy Renovation Project within the project budget of $411,400.
- Completed the Building Y Data Center Upgrade Project within the project budget of $569,000.
- Completed Buildings B, D, H, M and S Building Automation Systems (BAS) Upgrade Project within the project budget of $695,000.
- Completed the Learning and Career Center Elevator Project within the project budget of $995,000.
- Completed work on the Campus HVAC Improvement Project (CDB #810-032-030) within the project budget of $1,725,902.
- Began work on the Canning Student Center and University Center Project (Building N, CDB #810-032-029). The project is scheduled to be completed in summer 2027 and is within the project budget of $101,620,000.
- Began work on the new Business and Social Sciences Building (Building I). The project is scheduled to be completed in winter 2028 and is within the project budget of $78,000,000.
- Began work on the Emergency Services Training Center (Building Q). The project is scheduled to be completed in Fall 2025 and is within the project budget of $9,300,000.
- Began work on Phase II of the Buildings R, W, X, Y and Z Building Automation Systems (BAS) Upgrades Project. The project is scheduled to be completed in August 2025 and is within the project budget of $1,341,065.
- Began work on the Building Y HVAC Upgrades, AHU-3 Fan Array. The project is scheduled to be completed in Fall 2025 and is within the project budget of $692,734.
- Began work on the Buildings W, X, and Z Family/All-Gender Restrooms Project. The project is scheduled to be completed in Fall 2025 and is within the project budget of $886,000.
- Began work on the Building X, X133, Phlebotomy Lab Improvement Project. The project is scheduled to be completed in Fall 2025 and is within the project budget of $267,000.
- Began work on the Building Z Underpass Ceiling Repairs The project is scheduled to be completed in Fall 2025 and is within the project budget of $299,233.
- Began work on the Building A HVAC/BAS Upgrades. The project is scheduled to be completed in Fall 2025 and is within the project budget of $540,000.
- Began work on the Building H, H185 Classroom Improvements. The project is scheduled to be completed in Fall 2025 and is within the project budget of $171,540.
- Completed the Contract Award for the Utility Tunnel Infrastructure Repairs (CDB #810-032-028) with construction scheduled to begin in summer of 2025.

- Began the programing for Athletic Field Improvements. Programing is scheduled to be completed in August 2025 with design development to begin in October 2025.
- Other significant capital improvements in FY2025 include Occupational Safety and Health Administration roof safety upgrades; eyewash station improvements; security improvements; roofing improvements, building envelop improvements; campus infrastructure improvements; indoor lighting level controllers; sidewalk repairs; parking lot maintenance; parking garage maintenance; traffic signage improvements; building HVAC Commissioning, and various classroom upgrades.

Conclusion

This was a year of great collaboration and accomplishment for Harper College. The College community gathered together to engage in a robust process to develop the FY2026-2029 Strategic Plan. We responded to the changing landscape of education and continued to realize our mission of providing quality, affordable, and accessible education to our diverse community. Students continued to achieve their completion goals, and the College achieved a graduation rate of 47.6%, the highest rate in Harper's recorded history, and our graduates are soaring based upon our post-Harper success institutional effectiveness measures. For these and countless other reasons, I am proud of all we accomplished this year. I look forward to implementing the new strategic plan and building momentum for future successes. Let's keep moving forward together!

Accountability at Harper College

Accountability at Harper College reflects a commitment to the continuous improvement of all aspects of our mission and values. To illustrate our commitment to accountability and transparency, an Accountability Report is produced annually, at the end of each fiscal year. This report provides outcomes on the College Plan and represents three areas of accountability: Institutional Effectiveness Measures (IEMs); Strategic Plan; and Operational Plan. The Accountability Report is also available to the public on the Harper College website.

College Accountability Structure

The College's integrated accountability structure is represented by the chart below. This accountability structure represents the three key components.

	Institutional Effectiveness Measures	College Strategic Plan	College Operational Plan
Cycle	Ongoing	4-year	Annual
Contents	Set of measures and related indicators	Strategic goals, targets, and measures	Goal Tasks
Reporting	Annual	Annual	Annual
Description	Measures of effectiveness that are key to the College's mission; focused on student success; benchmarkable with other community colleges; and provides targets for performance.	Sets the College's direction and delineates goals that will move the College's agenda forward. Requires College-wide commitment and typically cannot be accomplished by a single organizational unit.	Lists the institutional-level goals to be completed each year including performance tasks aligned with and in support of the College's strategic plan.

Institutional Effectiveness Measures

Overview

Institutional effectiveness is a process that involves the entire institution in the assessment of the College's performance on key indicators, referred to as Institutional Effectiveness Measures (IEMs). These measures align with the mission and vision of Harper College as well as the needs and expectations of the College's internal and external stakeholders.

The Board of Trustees first approved and adopted IEMs for Harper College in FY2011. In FY2022, the College engaged in a year-long process to revise the IEMs and set four-year targets to be achieved in 2026. At that time, a review of historical and trend data as well as current institutional priorities and initiatives was conducted. In addition to setting targets for overall measures, they were also set for student measures where equity gaps were identified.

Targets were set using a framework that includes three categories:
- Expected – If we continue on our current path, this target represents the expected outcome.
- Improvement – A challenging, yet attainable target that can be achieved through increased effort.
- Stretch – A target achieved only if the measure is prioritized, and institutional focus is placed on dramatic improvement.

With student success at the forefront of the IEM revision, the IEMs are aligned with the College's "You Matter, We Care" SOAR (Search, Onboard, Advance, Realize) framework, which outlines the student journey from start to finish. This framework explores student milestones met, and outcomes achieved for each phase of the student lifecycle.

Progress on targets for each of the indicators is defined as:
- Needs Attention ☐ – This status indicates that based on current and trend data additional attention and effort is needed if the target is to be achieved by 2026.
- On Target ☐ – This status indicates that based on current and trend data it is projected that the 2026 target will be met.

During FY2025, the College made progress on the IEMs. Activities related to the Operational Plan, Strategic Plan, President's Goals, and division/department goals aided in the overall advancements made this year. Status is displayed in the following table which links to individual data for each measure through the College's **IEM dashboard**.

The following pages provide a high-level overview of progress towards the 2026 IEM targets. At the end of FY2025 for the 16 measures, 11 are on target, three need attention, and we are awaiting data for the remaining two measures.

Institutional Effectiveness Measures

SEARCH
EXPLORE YOUR JOURNEY

Enrollment is the measure under the "Search" portion of the framework. The enrollment measure represents the proportion of district residents served by Harper through credit instruction. Enrollment increased for Fall 2024 and remains above the peer group and the state average. Harper is on track to meet the 2026 target. Click on "Enrollment" in the table below to link to data and additional details.

Measure	Needs Attention	On Target
Enrollment		**Stretch**

ONBOARD
PREPARE TO TAKE FLIGHT

Under the "Onboard" portion of the framework are two measures: gateway math and gateway English completion. These measures represent the proportion of students who complete gateway coursework within their first year. Current success rates for gateway math and gateway English have remained consistent with the previous year. Gateway math success needs attention, while gateway English is on track to meet the 2026 target. Click on the measures below to link to data and additional details.

Measure	Needs Attention	On Target
Gateway Math Completion	**Expected**	
Gateway English Completion		**Expected**

ADVANCE
FOLLOW YOUR FLIGHT PATH

The measures under the "Advance" portion of the framework include fall to spring persistence, fall to fall persistence, and credit accumulation for both part- and full-time students. Persistence rates for both fall to spring and fall to fall have gradually increased over the past few years with both measures at or above the 2026 target range. As for credit accumulation, full-time and part-time credit accumulation have remained constant with the previous year's rates and are on track to meet the 2026 target. Click on the measures below to link to data and additional details.

Measure	Needs Attention	On Target
Fall to Spring Persistence		**Improvement**
Fall to Fall Persistence		**Improvement**
Full-Time Credit Accumulation (24hrs)		**Improvement**
Part-Time Credit Accumulation (12hrs)		**Improvement**

Institutional Effectiveness Measures

REALIZE
ENSURE A SUCCESSFUL LANDING

The measures under the "Realize" portion of the framework include advancement, graduation, post-Harper satisfaction and post-Harper employment outcomes. The advancement measure represents the percentage of students who graduate, transfer, or continue to enroll at Harper three years after enrollment. Harper's advancement rate remained relatively constant and is within the 2026 target range. The graduation rate measure represents the percentage of students who earn a credential within three years of enrollment. Harper's graduation rate continues to increase and is at an all-time high. The post-Harper student satisfaction measure represents the percentage of recent graduates who report satisfaction with preparation for future career or education. The current student satisfaction rate remained constant and is above the 2026 target range. The final two measures are related to employment and wages in the first year post-Harper. Data is not yet available for these measures. Click on the measures below to link to data and additional details.

Measure	Needs Attention	On Target
Advancement		Stretch
Graduation Rate		Improvement
Post-Harper Student Satisfaction		Expected
Post-Harper Student Stable Employment		Data not yet available
Post-Harper Student Living Wage		Data not yet available

You Matter; We Care. *(An overarching message of SOAR)*

Several measures fall under the overarching message of the framework, "You Matter; We Care." These measures include financial support, faculty diversity, and employee diversity. The financial support measure represents the percentage of students who receive federal, state, or institutional aid. The percentage of students receiving aid has decreased and needs attention in order to meet the 2026 target. The IEMs contain two diversity related measures, comparing faculty diversity with student body diversity, and employee diversity with the diversity of the Harper district. Both faculty and overall employee diversity have increased. The diversity of faculty, however, remains an area in need of attention. Click on the measures below to link to data and additional details.

Measure	Needs Attention	On Target
Financial Support for Students	Stretch	
Faculty Relative to Student Diversity	Improvement	
Employees Relative to Community Diversity		Improvement

Financial Health

The final IEM is the Composite Financial Index (CFI), a measure of overall financial health comprised of four ratios. Harper's CFI remains "above the zone" which is the ideal range for public community colleges. Click on the measure to link to data and additional details.

Measure	Needs Attention	On Target
Composite Financial Index		Expected

Institutional Effectiveness Measures

Equity Gaps and IEMs

In addition to targets for the 16 IEMS, targets were set for student measures with identified equity gaps. Focused attention has been placed on increasing overall success and reducing equity gaps by 20%, wherever they exist. Progress towards closing equity gaps is provided in the tables below. At the end of FY2024, 5/28 are on target, with 23/28 needing attention. Data and additional details can be accessed by clicking on the measures below. Once on the measure page, <u>click on the equity gaps tab</u>.

ONBOARD
PREPARE TO TAKE FLIGHT

Measure	Needs Attention	On Target
Gateway Math Completion (overall rate)	Yellow	
• Black student gap	Yellow	
• Hispanic student gap	Yellow	
• Pell eligible student gap	Yellow	
• 1st generation student gap	Yellow	
Gateway English Completion (overall rate)		Green
• Black student gap	Yellow	
• Hispanic student gap	Yellow	
• Pell eligible student gap	Yellow	
• 1st generation student gap	Yellow	

ADVANCE
FOLLOW YOUR FLIGHT PATH

Measure	Needs Attention	On Target
Fall to Spring Persistence (overall rate)		Green
• Black student gap		Green
• Hispanic student gap	Yellow	
• 1st generation student gap	Yellow	
Fall to Fall Persistence (overall rate)		Green
• Black student gap	Yellow	
• Pell eligible student gap		Green
• 1st generation student gap		Green
Full-Time Credit Accumulation (24hrs) (overall rate)		Green
• Black student gap	Yellow	
• Hispanic student gap	Yellow	
• Pell eligible student gap	Yellow	
• 1st generation student gap	Yellow	
Part-Time Credit Accumulation (12hrs) (overall rate)		Green
• Black student gap	Yellow	
• Hispanic student gap	Yellow	
• 1st generation student gap		Green

Institutional Effectiveness Measures

REALIZE
ENSURE A SUCCESSFUL LANDING

Measure	Needs Attention	On Target
Advancement (overall rate)		On Target
• Black student gap		On Target
• Hispanic student gap	Needs Attention	
• Pell eligible student gap	Needs Attention	
• 1st generation student gap	Needs Attention	
Graduation Rate (overall rate)		On Target
• Black student gap	Needs Attention	
• Hispanic student gap	Needs Attention	
• Pell eligible student gap	Needs Attention	

Strategic Plan

Participate. Discover. Focus.

Strategic Planning Process 2024-2025

Overview

William Rainey Harper College utilizes a broad, collaborative, community-based strategic planning process to ensure the College continues to meet the changing needs of its students and the community. Harper College engages in frequent assessment of the students and the community it serves to inform the planning process.

In August 2024, Dr. Proctor charged the Strategic Planning and Accountability (SPA) Committee with:

- Attending and supporting the dialogue sessions
- Serving as table facilitators / note takers for data summits
- Synthesizing the input from the qualitative and quantitative convenings
- Developing broad themes that will be available for the Strategic Planning Conference
- Serving as facilitators for the Strategic Planning Conference
- Developing the goal statements that will be vetted and approved through the shared governance process

To meet this charge and ensure broad participation in the strategic planning process, a structured approach was developed in early fall, incorporating feedback from the previous planning process with a focus on inclusion and communication.

The strategic plan development process included eight steps:

1. Foundation work
2. Dialogue and examination of data to identify strategic issues
3. Survey of stakeholders on future priorities
4. Analyze and synthesize output from engagement activities
5. Discussion around strategic issues to identify goals
6. Analyze and synthesize outputs from conference and develop draft strategic goal statements
7. Gather stakeholder feedback
8. Plan approval and implementation

As part of the ongoing responsibilities of the SPA Committee, a SWOT Analysis was completed during FY2024. A SWOT Analysis is essential as it serves to focus the institution's attention and inform the planning work of the College. The SWOT Analysis provides a foundation upon which the strategic plan can be built. The SWOT Analysis was developed through a critical review of key institutional data as well as external data. As a result of this review the College's internal strengths and weaknesses, as well as external opportunities and threats surfaced. The SPA Committee presented a draft SWOT Analysis to the campus community in March 2024. Faculty and staff were able to provide feedback on the draft SWOT Analysis during the March 11, 2024, Dialogue Session and through an online survey. The final document incorporated the campus feedback and was published in July 2024.

During FY2025, building on the items identified in the SWOT Analysis, the SPA Committee led a year-long planning process to develop the FY2026-2029 Strategic Plan. The theme of the strategic planning process was "Participate, Discover, Focus" and highlighted the importance of gathering input from all stakeholders. Dialogues Sessions were held in Fall 2024 to engage the campus community in exploring

Strategic Plan

perceptions, attitudes and interest, and connect them to the changing needs of the community, students, employees, and employers. A moderator led a panel of stakeholders in conversations around three topics:

- **The Changing Landscape of Higher Education - August 13, 2024 -** From artificial intelligence to quantum computing, the world is changing rapidly around us. How will these changes affect the way we teach and how our students learn? How do we teach a community of tech-savvy learners who have the world at their fingertips, while others are English language learners or are facing challenges?"
- **The Changing Landscape of Work - September 13, 2024 -** The employment landscape is rapidly evolving, transforming how we think about work. By 2035, many jobs that don't exist today will become a reality, and new skills will be essential. Artificial intelligence and automation are certain to redefine our lives and careers. The importance of diversity in the workplace is growing, and remote work is more influential than ever. With a surge in retirements on the horizon, how prepared are we?
- **The Changing Landscape of the Community - October 29, 2024** - Harper College has experienced major changes to the community it serves as evidenced by recent distinctions as a Hispanic Serving Institution (HSI) and an Asian American Native American Pacific Islander Serving Institution (AANAPISI). Who will be a part of the communities we serve in the next decade, what programs and services will they need, and which organizations will we identify as partners? Explore these topics and the important role Harper plays as a convener for our district during this session.

The first Dialogue Session occurred during the all-campus meeting with more than 300 faculty and staff present. Additionally, nearly 200 unique individuals attended the Dialogue Sessions in September and October, with the majority attending more than one session. On average, 180 people attended each session. The Dialogue Sessions were attended by faculty, staff, students, and community partners. Dialogue sessions were posted to the employee portal, and faculty/staff who were unable to attend were able to view the session and provide feedback through a survey. Additionally, the Board of Trustees discussed dialogue topics during Committee of the Whole meetings in September, October, and December 2024.

Data Summits were held in Fall 2024 to engage the campus community in the examination of data critical to the work of the College and provide an opportunity to offer insights on current data. Each summit was identical. Data were organized under the "You Matter; We Care" SOAR (Search, Onboard, Advance, Realize) framework and focused on students, employees, the community, and the workforce. Data Summits were held in a world café format where participants had the opportunity to discuss questions about 14 given data points and table hosts recorded themes. There were 124 unique participants at the Data Summits. Data examined included:

- Educational Attainment of the Harper District
- District Demographics
- Workforce Trends
- Student Profile
- Student Mental Health
- Student Basic Needs
- Momentum Milestones for Credential-Seeking Students
- Course Success
- Student Employment Outcomes
- Transfer
- Workforce Hiring Challenges

Strategic Plan

- Student Sense of Belonging
- Employee Racial/Ethnic Diversity
- Employee Climate

A survey of stakeholders on future priorities was conducted in December 2024 with employees and students, and posted on the external website asking, "What should Harper College focus on over the next four years?". More than 400 individuals, 183 employees and 235 students, completed the survey.

The SPA Committee reviewed the outcomes from the Dialogue Sessions, Data Summits, and survey, including:

- Summaries and feedback forms for each of the three Dialogue Sessions
- Summaries for each data point for the three Data Summits along with feedback forms
- Feedback from the Board of Trustee engagements
- Student and employee survey results

The review and synthesis of outcomes was conducted by the SPA Committee. Outcome documents were reviewed, and draft themes were identified first by individual SPA members, and then in small groups prior to the large group review/discussion. Through this work, three overarching themes were identified:

- Supportive and Inclusive Community
- Innovative and Responsive Education
- Organizational Excellence

The Strategic Planning Conference was held on February 27, 2025, engaging more than 200 stakeholders in breakout sessions centered around three themes. All employees were invited and encouraged to attend the conference, and the Board of Trustees, students, and a variety of business, community, and educational partners were invited.

On February 28, 2025, and during subsequent committee meetings, the SPA Committee synthesized output from the Strategic Planning Conference. The synthesis included discussion around the items conference attendees shared as important. The topic areas for themes included the following:

- Supportive and Inclusive Community theme:
  - Strengthen mental health and basic needs support; enhance access to resources and communication; create inclusive and engaging physical spaces; foster connection, mentorship and diversity, equity, and inclusion
- Innovative and Responsive Education theme:
  - Improve processes to create relevant and innovative programs; ensure students are successful through support, transparency, and responsiveness; ensure post-Harper success for students
- Organizational Excellence theme:
  - Sustainability; artificial intelligence and digital transformation; culture of experimentation and failure/growth

Goal statements were drafted by the SPA Committee based on these identified topic areas.

A campus-wide survey was distributed from March 31, 2025 – April 7, 2025, to gather feedback on the draft goal statements. Survey respondents were asked to provide feedback on whether the goal statement exemplifies one or more of the themes; if the statement was clearly written; and if the statement could be

Strategic Plan

used to guide future strategies. The survey was completed by 195 individuals, including students, faculty, staff, and community members. Overall, the results indicated 92% agreement with the plan goals. Overall agreement by goal indicates:

- 95% agreement with Innovative and Responsive Education
- 93% agreement with Supportive and Inclusive Community
- 88% agreement with Organizational Excellence

Forty-six individuals also provided comments. Several of the comments shared overall agreement and recognized the work of the Committee. All comments were reviewed and responded to by the SPA Committee. Changes were made as a result of the feedback.

The FY2026-2029 Strategic Plan Goal recommendation then followed the shared governance process and was approved by the Board of Trustees in June 2025. The FY2026-2029 Strategic Goals are:

1. Provide innovative and responsive education that addresses the evolving needs of students, the workforce, and our community.
2. Cultivate an inclusive and supportive community that prioritizes holistic well-being for everyone.
3. Achieve organizational excellence by centering mission-aligned initiatives that improve operations, encourage experimentation, and advance sustainability, while upholding the College's core values.

Operational Plan

Overview

The Harper College Operational Plan delineates the operational goals to be completed during the identified fiscal year. The Operational Plan is one component of the College's integrated planning approach focused on carrying out the College mission and living the core values. Each of the College's Operational Goals aligns with a Strategic Plan goal. As the foundation for all planning at the College, the four-year Strategic Plan and its six goals serve as the overarching umbrella or guiding plan for the development of the Operational Plan.

FY2021-2024 STRATEGIC PLAN

Core Values
Equity
Student Success
Teaching and Learning
Partnerships
Awareness/Outreach

Budget   IEMs

Goal Team Strategies/Initiatives
Operational Plan Goals
Division Priorities

In the Operational Plan document, the Operational Goals are organized under the strategic goal they support. Identified for each Operational Plan Goal are those responsible for achieving the goal. Tasks are identified for each goal, and performance is tied to the evaluation of the responsible parties. The following pages highlight the accomplishments towards completion of the FY2025 Operational Plan.

Operational Plan

Strategic Goal: Enhance awareness of and access to Harper College programming, resources, events, and partnerships.

Operational Goal	Responsibility
1. Increase engagement in Harper College programs and activities.	Mike Barzacchini Amanda Duval Rob Galick Kathleen Gorski Jeff Julian Patrick Kelly Nancy Medina Bob Parzy Kim Pohl Michael Shaw Michelé Smith Ruth Williams

Tasks	Status	Comment
Conduct a Request for Proposal (RFP) for a signage consultant, representing phase one of a multi-year task to improve signage on campus, by December 2024.	Completed - Target Met	Conducted an RFP for a signage consultant, with the bid awarded and approved by the Board of Trustees in June 2025.
Incorporate Harper's status as a Hispanic Serving Institution (HSI) and an Asian American and Native American Pacific Islander Serving Institution (AANAPISI) institution into the College's communication and marketing efforts by December 2024.	Completed - Target Met	Incorporated Harper's status as an HSI and AANAPISI institution into communication and marketing efforts. Identified seals for HSI and AANAPISI and added to publications; completed HSI landing page on the external website; published 13 Harper News and Stories; published 10 InsideHarper stories; posted to Facebook, Instagram, and LinkedIn; published student email newsletters; completed and installed El Nido (The Nest) wall graphic in the HSI office; completed high school viewbooks in English and Spanish; completed the 2025 Community Report with designations and brief overview; completed adult and returning student view books in English and Spanish; completed Paying for College brochure in English and Spanish; and completed 10 Area of Interest brochures that included HSI and AANAPISI seals by June 2025.

Operational Plan

Operational Goal (continued)		
1. Increase engagement in Harper College programs and activities.		
Tasks	**Status**	**Comment**
Identify at least two new programs in advanced technology areas that can be offered for dual credit by December 2024.	Completed - Target Met	Identified cybersecurity and welding as new programs in advanced technology that can be offered for dual credit by December 2024.
Implement recommendations from the FY2024 translation gap analysis by June 2025.	In Progress – Behind Schedule	Identified recommendations to implement from the FY2024 translation gap analysis that include a job/assignment description for the Translation Expert position; proposal that includes hardware and partnering with a service that helps with translation over the phone; and materials that aid in "Translating Harper," which is designed to improved customer services interactions for all Harper employees by focusing on clarity in communication, and reducing jargon by June 2025. Recommendations to be implemented in FY2026.
Improve organic search performance of Areas of Interest (AoI) and related web pages through content redevelopment by June 2025.	Completed - Target Met	Improved organic search performance of AoI and related webpages with an 18% increase in search traffic and a 32% increase in button clicks from the previous year accomplished through content redevelopment by June 2025.
Implement select recommendations from the International Enrollment/Expansion Plan by June 2025.	In Progress – Behind Schedule	Recommendations from the International Enrollment/Expansion plan received approval and funding. During summer 2025, the Center of International Education and Global Engagement will be established.

Operational Plan

Strategic Goal: Implement practices that promote Harper's core values of respect, integrity, collaboration, and excellence.

Operational Goal	Responsibility
2. Enhance campus climate, culture, and organizational excellence.	Tony Butler Amanda Duval Rob Galick Tamara Johnson Jeff Julian Matt McLaughlin Regan Myers Kim Pohl Darlene Schlenbecker Michelé Smith Anna Strati Deann Surdo Ruth Williams Riaz Yusuff Heather Zoldak

Tasks	Status	Comment
Conduct a review and evaluation of the FY2021-2024 strategic plan by December 2024.	Completed - Target Met	Conducted a review/evaluation of the FY2021-2024 strategic plan and created an infographic of accomplishments by December 2024.
Develop the FY2026-2029 strategic plan by June 2025.	Completed - Target Met	Developed the FY2026-2029 strategic plan by June 2025.
Complete implementation of college data strategy/data ecosystem (phase one) by June 2025.	Completed - Target Met	Completed implementation of college data strategy (phase one) with the launch of Fusion Data Intelligence and the implementation of a data governance structure by June 2025 (multi-phase project).

Operational Plan

Operational Goal (continued)		
2. Enhance campus climate, culture, and organizational excellence.		
Tasks	**Status**	**Comment**
Conduct a review of institutional surveys/reports such as Personal Assessment of the College Environment (PACE), Cultural Values Assessment (CVA), Community College Survey of Student Engagement (CCSSE), and Community Scan to determine strategy for gathering stakeholder input/feedback by June 2025.	Completed - Target Met	Conducted a review of institutional surveys/reports, including stakeholder engagement, peer benchmarking survey, and evaluation of alternative survey tools to develop a recommended strategy for gathering stakeholder input/feedback by June 2025. Updated approach/timeline to launch in FY2026.
Develop a Continuity of Operations Plan by June 2025.	Completed - Target Met	Developed a Continuity of Operations Plan by June 2025.
Implement practices that demonstrate a Culture of Care for employees by June 2025.	Completed - Target Met	Implemented events that demonstrate a Culture of Care including scheduled events during orientation week, Harper Heart Day, and collaborating with student engagement to include employees in Fall Fest by June 2025.

Operational Plan

<p align="center">Strategic Goal: Build institutional capacity to support equity, diversity, and inclusion.</p>

Operational Goal	Responsibility
3. Create a sustainable, institutional commitment to Diversity, Equity, and Inclusion (DEI).	Pete Almeida Tamara Johnson Ruth Williams

Tasks	Status	Comment
Investigate diversity focused financial strategies by December 2024.	Completed - Target Met	Investigated and identified diversity focused financial strategies: collaborating with the grants office to identify DEI grant opportunities; working closely with alumni to increase contributions that may be earmarked for faculty/staff diversity and inclusion awards; considering non-monetary contributions by December 2024.
Develop a financial literacy program with the support of a subject matter expert; begin offering and assessing the program by June 2025.	In Progress - Behind Schedule	Offered one workshop in 2025 as part of the financial literacy program. Full implementation and assessment of the program is anticipated for Fall 2025.
Provide at least two culturally responsive advising workshops for advisors and student-facing staff by June 2025.	Completed - Target Met	Provided two culturally responsive advising workshops for advisors and student facing staff during the Spring 2025 semester.

Operational Plan

Strategic Goal: Advance relationships among education, community, and workforce partners.

Operational Goal	Responsibility
4. Increase engagement with partners.	Yolonda Barnes Susanne Brock Amie Granger Joanne Ivory Jeff Julian Derek Leiter Bob Parzy Kimberley Polly Jaime Riewerts Michelé Smith Sean Warren-Crouch Ruth Williams Heather Zoldak

Tasks	Status	Comment
Implement the Business and Industry Leadership Team (BILT) advisory committee model, a framework that deepens and validates industry/employer involvement when developing new academic programs and ensuring current programs are relevant, in five additional programs by June 2025.	Completed – Target Not Met	Implemented the BILT advisory committee model for two academic programs. Held kickoff meetings for Mass Communication and Electromechanical Technician. Collaboration continues with the academic deans to establish additional programs.
Engage with at least six strategic partners in emerging technologies, business, and health careers across multiple areas including Innovation Accelerator, Workforce Solutions, the Provost's area, and the Educational Foundation by June 2025.	Completed - Target Met	Engaged with nine strategic partners, three in emerging technologies, two in business, and four in health careers across multiple areas of the college by June 2025.

Operational Plan

Operational Goal (continued)		
4. Increase engagement with partners.		
Tasks	**Status**	**Comment**
Implement year one and a portion of year two initiatives, including developing a broad framework for the implementation of the BILT Advisory Committee Model, outlined in the Enabling Partnerships to Increase Innovation Capacity (EPIIC) grant by June 2025.	In Progress - Behind Schedule	Progress has been made on year one and a portion of year two EPIIC grant initiatives. While the FY2025 goal was not fully met due to delays, the grant remains active through July 2026, and the overall grant goals are on track for completion.
Create three transfer agreements with Historically Black Colleges and Universities (HBCU) and/or Predominantly Black Institutions (PBI) by June 2025.	Completed - Target Not Met	Finalizing two transfer agreements with Governors State University and Florida Agricultural and Mechanical University. Continuing to secure additional agreements with HBCUs and/or PBIs by attending a Historically Black College Fair in Fall 2025.

Operational Plan

Strategic Goal: Identify and remove barriers to student success.

Operational Goal	Responsibility
5. Implement strategies that decrease equity gaps and increase persistence/completion.	Dennis Baskin Nicci Cisarik Jesus Rob Galick Talitha Gentry Bob Grapenthien Nancy Medina Bob Parzy Steve Petersen Nick Smith Ruth Williams Joe Scrima Riaz Yusuff Sandra Villanueva

Tasks	Status	Comment
Develop a student success model that incorporates the Path for Success and connects underrepresented students with advisors and mentors and removes financial barriers to Start Smart course completion by December 2024.	Completed - Target Met	Developed a student success model that incorporates the Path for Success and connects underrepresented students with advisors and mentors and removes financial barriers to Start Smart course completion by June 2025.
Complete Request for Proposal (RFP) for Bookstore Services by December 2024.	Postponed	Postponed task to allow for broader input and discussion. Initial research and investigative work to occur in FY2026 with the RFP completed in FY2027.
Begin construction of Canning Student Center by June 2025.	Completed - Target Met	Began construction on the Canning Student Center including groundbreaking, demolition, and utility work occurring by June 2025.
Increase development of academic plan for Black and Latinx students (IPEDS cohort) by 3% by June 2025.	Completed - Target Met	Increased the development of academic plans for Black students by 5%, from 65% in Fall 2023 to 68% in Fall 2024 and for Latinx students by 4% from 68% in Fall 2023 to 71% in Fall 2024.

Operational Plan

Operational Goal (continued)		
5. Implement strategies that decrease equity gaps and increase persistence/completion rates.		
Tasks	**Status**	**Comment**
Increase overall percentage of total milestone completion in the Path for Success by 3% for Fall 2024 Integrated Postsecondary Education Data System (IPEDS) cohort by June 2025.	Completed - Target Not Met	Total milestone completion increased by 1.2%, not reaching the target increase of 3%.
Embed a dual credit student reception/experience during the fall High School Open House by December 2025.	Completed - Target Met	Embedded a dual credit student experience during the Open House Early Access Event in Fall 2024 with 75 attendees.
Pilot two Areas of Interest (AoI) Experience Nights for prospective, new, and dual credit students in Spring 2025 by June 2025.	Completed - Target Met	Piloted two AoI Experience Nights for prospective, new, and dual credit students in spring. The first event was held on Harper's campus and the second was a collaboration with high schools to present information to dual credit classes across nine high schools at different events with nearly 500 students engaged by June 2025.
Identify technology innovations designed to enhance the Credit for Prior Learning student experience by June 2025.	Completed - Target Met	Identified technology innovations designed to enhance the Credit for Prior Learning student experience by recommending Predictor Pro, a tool that supplies a crosswalk for students to identify areas for Credit for Prior Learning, by June 2025.

Operational Plan

Strategic Goal: Implement innovative and inclusive teaching and learning.

Operational Goal	Responsibility
6. Implement programs, initiative, and practices that foster and strengthen innovative and inclusive education and training.	Yolonda Barnes Susanne Brock Rob Galick Joanne Ivory Derek Leiter Nancy Medina Steve Petersen Kimberely Polly Jaime Riewerts Sandra Villanueva Kathleen Gorski Ruth Williams

Tasks	Status	Comment
Begin construction of Emergency Services Training Center by December 2024.	Completed - Target Not Met	Began construction of Emergency Services Training Center with groundbreaking in March 2025, officially marking construction start.
Begin construction documents stage of design for Business and Social Sciences Building by June 2025.	Completed - Target Met	Began construction documents stage of design for Business and Social Sciences Building and held a groundbreaking in May 2025.
Implement Year 2 Strengthening Community Colleges Round 3 (SCC3) grant activities which build capacity to address the skills development needs of employers and close equity gaps by June 2025.	Completed - Target Met	Implemented Year 2 SCC3 grant activities which built capacity to address the skills development needs of employers and close equity gaps. More than 100 students declared cybersecurity as their major with 35 students pursuing the cybersecurity certificate, of these 32 identify as female, and 69 belonging to historically underrepresented racial and ethnic groups by June 2025.
Implement program viability audit process by June 2025.	Completed - Target Met	Implemented program viability audit designed to enhance institutional responsiveness, optimize resource allocation, and maintain the highest standards of educational excellence by June 2025.

Operational Plan

Operational Goal (continued)		
6. Implement programs, initiative, and practices that foster and strengthen innovative and inclusive education and training.		
Tasks	**Status**	**Comment**
Develop and/or update professional learning opportunities for faculty to more intentionally include culturally responsive curriculum, pedagogy, and strategies that cultivate safe and inclusive learning environments by December 2024.	Completed - Target Met	Developed three training modules for faculty to more intentionally include culturally responsive curriculum, pedagogy, and strategies that cultivate safe and inclusive learning environments by June 2025.