

FY2027 Operational Plan

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 three goals serve as the overarching umbrella or guiding plan for the development of the Operational Plan.



In the Operational Plan document, the Operational Goals are organized under the strategic goal they support. Identified for each goal are those responsible for achievement of the goal, the institutional alignment which identifies the Institutional Effectiveness Measure (IEM), Higher Learning Commission (HLC) criterion, and institutional shared governance committee associated with the goal, and the fund in which the goals activities are budgeted. Tasks are identified for each goal, and performance is tied to the evaluation of the responsible parties.

Strategic Goal: Cultivate an inclusive and supportive community that prioritizes holistic well-being for everyone.

Operational Goal		Responsibility	Institutional Alignment	Budgeted In
1.	Provide services, programs, and support that promote inclusion and community.	Jason Altmann, Mike Barzacchini, Dennis Baskin, Wellness Coordinator, Craig Duetsch, Sonnet Gabbard, Talitha Gentry, Amie Granger, Tobey Ligeza, Jeff Julian, Beth McPartlin, Kim Pohl, Becky Ramirez, Darlene Schlenbecker, Michelé Smith, Carol Trejo Kroger, Sandra Villanueva, Stephanie Wemusa, Ruth Williams, Roderica Williams, Heather Zoldak	HLC Criteria: Mission; Teaching and Learning for Student Success IEMs: Gateway Completion; Persistence; Credit Accumulation; Student Satisfaction; Financial Support for Students	Education Fund
Tasks: • Implement the SOAR+ student success model at full scale in fall 2026 and report on SOAR+ student success outcomes by June 2027. • Offer a variety of options to provide mental health education for staff and students by June 2027. • Develop a Harper Land Acknowledgement in collaboration with the Trickster Cultural Center by June 2027. • Identify strategies to reduce student challenges with finding and accessing resources by June 2027. • Implement a comprehensive plan for the college's 60th anniversary celebration by June 2027. • Implement a college-wide plan to achieve Accessibility compliance (WCAG 2.1 AA) by April 2027, meeting federal requirements and ensuring equitable digital access for all students, employees, and community members.				

Strategic Goal: Provide innovative and responsive education that addresses the evolving needs of students, the workforce, and our community.

Operational Goal		Responsibility	Institutional Alignment	Budgeted In
2.	Enhance educational opportunities to ensure relevance, quality and alignment with changing needs.	Theresa Abrahams, Yolanda Barnes, Michael Barzacchini, Scott Cashman, Jeff Julian, Lisa Keygle, Derek Leiter, Cierra Morris, Bob Parzy, Jay Ratliff, Michelé Smith, Darice Trout, Sean Warren-Crouch, Ruth Williams	HLC Criteria: Mission; Teaching and Learning for Student Success IEM: Enrollment	Education Fund
Tasks: • Develop a dual credit pathway infrastructure that connects in-district high school students to high-value Harper credentials, provides completion maps, and creates a smooth transition to Harper by June 2027. • Establish communication, advising, and planning supports for pre-health and limited-enrollment students by June 2027. • Establish pathway and advising infrastructure that helps part-time and full-time students navigate clear pathways to credentials, transfer, and career success by June 2027. • Develop a comprehensive strategy to inform the community of a potential 2028 “no tax rate increase” bond referendum by December 2026. • Enhance community access to information on CE to CPE to Credit programming that communicates how learning and education needs can be addressed at Harper College by June 2027.				

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

Operational Goal		Responsibility	Institutional Alignment	Budgeted In
3.	Foster continuous improvement, accountability, and excellence across the College.	Mike Barzacchini, Julie DeMarco, Craig Duetsch, Kathleen Gorski, Bob Grapenthien, Michelle Harrell, Jeff Julian, Nancy Medina, Barry McGreer, Matt McLaughlin, Stephen Peterson, Kimberely Polly, Jaime Riewerts, Darlene Schlenbecker, Anna Strati, Deann Surdo, Nick Smith, Ruth Williams	HLC Criteria: All IEMs: All Shared Governance: Strategic Planning and Accountability Committee; Facilities Committee; Technology Committee	Education Fund
	Tasks: • Advance the HLC reaffirmation process through campus engagement, development of the draft Assurance Argument, and submission of the Quality Initiative Project report by June 2027. • Execute campus construction, including Wayfinding and Signage, on time, on budget, with minimal disruption to operations, and in alignment with LEED Silver certification standards by June 2027. • Implement phase one move-in to Canning Student Center and University Center by June 2027. • Complete Request for Proposal (RFP) for Bookstore Services by June 2027. • Implement phase two of the Data Strategy/Ecosystem project by June 2027. • Recommend new targets for the College's Institutional Effectiveness Measures (IEMs) by June 2027. • Update the college's Master Plan in compliance with the Illinois Community College Board requirements by June 2027. • Implement promotional items standards and processes by June 2027.			