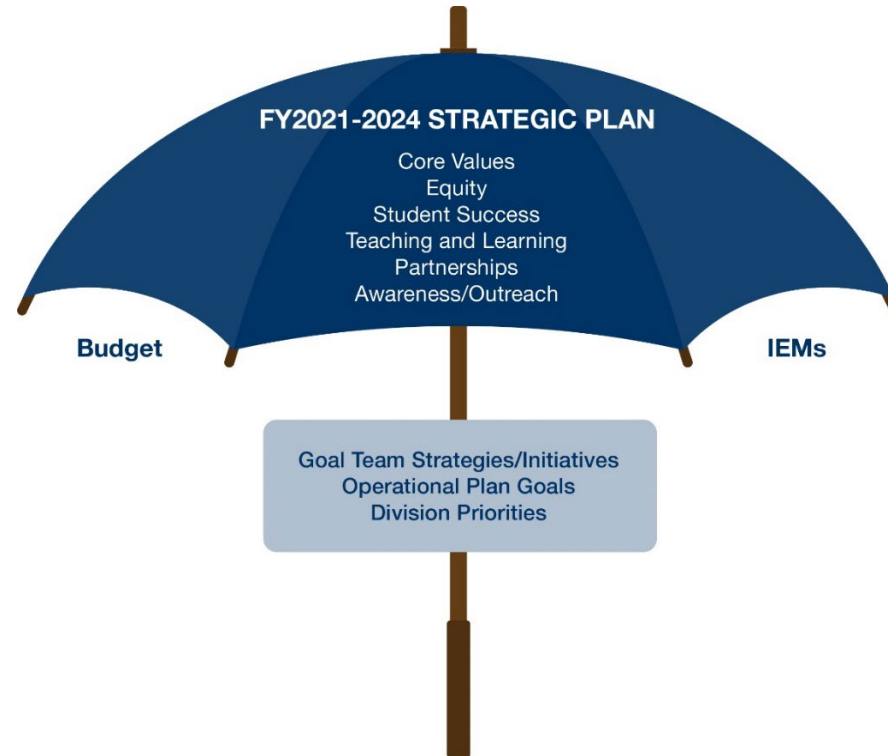


FY 2023 Operational Plan

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

	Operational Goal	Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
1.	Enhance the You Matter, We Care. SOAR framework student experience from Search through Realize.	Michael Bates Laura Brown Kathleen Canfield Rob Galick Travaris Harris MaryAnn Janosik Claudia Mercado Bob Parzy Kimberley Polly Darlene Schlenbecker Michelé Smith Riaz Yusuff	IEM: Enrollment, Gateway Math Success, Credit Accumulation, Persistence, Advancement, Graduation, Post-Harper Employment HLC Criterion: Teaching and Learning: Evaluation & Improvement	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Highlight You Matter, We Care. SOAR framework as the framework of the student experience with the campus community by December 2022. • Implement strategic enrollment management plan supported with marketing by December 2022. • Refine enrollment funnel to improve the You Matter, We Care. SOAR framework student experience by December 2022. • Revise application to target student needs by December 2022. • Update Areas of Interest webpages including Modern Campus Pathways by June 2023. • Align student onboarding with Areas of Interest by June 2023. • Create a maximum two-semester path through gateway math for all first-time in college degree-seeking students by June 2023. • Establish co-located services for Hawks Care, joining emergency funding, food pantry, and social services by June 2023. • Incorporate the use of predictive analytics to measure student likelihood of persistence by June 2023. • Enhance student sense of belonging, including: <ul style="list-style-type: none"> ○ Embed academic advisors in FYS courses to incorporate Hope Theory through the exploration of program of study and Areas of Interest by June 2023. ○ Utilize asset-based language/behaviors through <i>Strengths Quest</i> conducted in partnership with FYS by June 2023. • Increase the number of students and alumni who report finding employment by 10% from 100 to 110 utilizing Modern Campus Pathways by June 2023. • Assess Student Information System ERP for possible replacement by June 2023. 				

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

Operational Goal		Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
2.	Enhance campus climate, culture, and organizational excellence.	Maria Coons Kathy Coy Amanda Duval Rob Galick Bob Grapenthien MaryAnn Janosik Tamara Johnson John Lawson Nancy Medina Darlene Schlenbecker Michelé Smith Deann Surdo Riaz Yusuff	HLC Criterion: Integrity: Ethical and Responsible Conduct; Institutional Effectiveness, Resources and Planning Shared Governance: Human Resources and Wellness Committee; Technology Committee; Facilities Committee	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Implement Manager’s Academy by December 2022. • Assess the employee onboarding experience by December 2022. • Modify the existing onboarding processes based on assessment data gathered by June 2023. • Establish a comprehensive Risk Management Department by December 2022. • Complete an institutional risk assessment by June 2023. • Review qualitative and quantitative employee exit interview data quarterly and create action plans by June 2023. • Expand employee recognition and awards processes by June 2023. • Develop Information Technology strategic plan that aims at digital transformation with key strategic objectives and a five-year technology roadmap by June 2023. • Implement a process for evaluating and sunseting initiatives by June 2023. • Update Administrative Services procedures by June 2023. (multi-year project) • Conduct position definition and pay equity study by June 2023. • Continue implementation of the Master Plan, including: <ul style="list-style-type: none"> ○ Develop strategy and timing of remaining 2018 referendum dollars by June 2023. ○ Complete Canning Center schematic design and design development stages of building design by June 2023. ○ Complete Building I/J schematic design by June 2023. 				

Strategic Goal: Build institutional capacity to support equity, diversity, and inclusion.

	Operational Goal	Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
3.	Create a sustainable, institutional commitment to Diversity, Equity, and Inclusion (DEI).	Laura Brown Maria Coons Kathy Coy Rob Galick Bob Grapenthien MaryAnn Janosik Tamara Johnson Jeff Julian Kim Pohl Darlene Schlenbecker Michelé Smith	IEM: Faculty Diversity, Employee Diversity HLC Criterion: Mission; Integrity: Responsible and Ethical Conduct Shared Governance: Diversity, Equity, and Inclusion Committee, Human Resources and Wellness Committee	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Create a diverse employee recruitment plan by December 2022. • Redesign the current Diverse Faculty Fellows program by December 2022. • Implement equity agenda communication plan for employees focusing on the three pillars of equity and celebrating achievement of milestones and successes by December 2022. • Conduct the Personal Assessment of Campus Environment (PACE) by December 2022. • Report the results of the PACE by June 2023. • Implement annual signature DEI programs for students by June 2023. • Conduct the Cultural Values Assessment by June 2023. • Integrate DEI training into the existing leadership infrastructure (e.g., Executive Cabinet, Presidents Learning Council, Operations Council, etc.) by June 2023. • For contracts bid in FY23, increase the percentage dollars awarded to Business Enterprise Program (BEP) vendors from 8.6% to 15.0% by June 2023. 				

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

	Operational Goal	Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
4.	Increase engagement with partners.	Laura Brown Kathleen Canfield Scott Cashman Tom Cassell Maria Coons Kathy Coy Amie Granger MaryAnn Janosik Jeff Julian Darlene Schlenbecker Michelé Smith	IEM: Persistence, Graduation, Advancement	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Educate businesses and civic partners on Workforce and Continuing Professional Education (CPE) programs through increased attendance at Expos, chamber meetings, and other networking opportunities by June 2023. • Increase presence of at least three target community organizations on campus by June 2023. • Increase employers seeking apprentices, customized training, or other employer engagement opportunities by 30% from 23 to 30 by June 2023. • Increase the number of virtual mentor partners from three to nine by June 2023. • Grow presence at Education and Work Center (EWC), including: <ul style="list-style-type: none"> ○ Create a narrative that tells Harper’s story with EWC by December 2022. ○ Expand presence and course offerings at EWC by June 2023. • Conduct the Community Scan to assess the degree to which the college is meets resident and business needs by June 2023. • Implement updated legislative engagement plan, including building and sustaining relationships with local elected officials through meetings, tours, and through other activities to educate legislators and advance College priorities by June 2023. • Assist campus community with compliance related to new legislation, primarily at the state level by June 2023. • Advocate for key college legislative priorities by June 2023, including: <ul style="list-style-type: none"> ○ State: Equity in Monetary Award Program (MAP) funding, equity in community college funding, early childhood education/community college baccalaureate degrees, and local control for community colleges. ○ Federal: Pell Grant expansion and short-term Pell, authorize a community college-led job training program, support for Dreamers and DACA, and bolster job training and Career and Technical Education (CTE). ○ Federal funding opportunities including congressionally directed spending requests and grants. 				

Strategic Goal: Identify and remove barriers to student success.

	Operational Goal	Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
5.	Implement strategies that decrease equity gaps and increase persistence/completion rates.	Laura Brown Rob Galick Travaris Harris MaryAnn Janosik Tamara Johnson Claudia Mercado Bob Parzy Michelé Smith Riaz Yusuff	IEM: Credit Accumulation, Persistence, Graduation, Post-Harper Employment HLC Criterion: Teaching and Learning: Evaluation & Improvement	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Launch a second pilot cohort for CircleIn by December 2022. • Implement a new student convocation experience by December 2022. • Incorporate Launch Program advisors into FYS courses by December 2022. • Launch Chatbot by December 2022. • Revise the Finish Line grant application process by December 2022. • Enhance student success in developmental coursework, including: <ul style="list-style-type: none"> ○ Increase the percent of new, degree-seeking, developmentally placed students who take FYS by 25%, from 33% to 41%, at fall 2022 semester census by December 2022. ○ Transition lowest level developmental courses to a learning community that links content of the course with an FYS course by December 2022. ○ Provide case management for all African American students through embedded advisors in each Developmental/FYS learning community by December 2022. • Redevelop or replace Harper App to expand student engagement options by providing communities of support for students by June 2023. • Increase the number of Apprenticeship students by 16%, from 86 to 100 by June 2023. • Place twenty-five interns by June 2023. • Develop 8-week advantage program (Teaching and Learning Strategic Goal Team) by June 2023. • Implement Development Education Reform Act (DERA) work in English and mathematics by June 2023. • Implement “Campus Conversations” to engage the campus community in discussions around strategic priorities by June 2023. 				

Strategic Goal: Implement innovative and inclusive teaching and learning.

	Operational Goal	Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
6.	Implement programs, initiatives, and practices that foster and strengthen innovative and inclusive education and training.	Mike Barzacchini Michael Bates Susanne Brock Laura Brown Maria Coons MaryAnn Janosik Michelé Smith	IEM: Credit Accumulation, Persistence, Graduation, Post-Harper Employment HLC Criterion: Teaching and Learning: Evaluation & Improvement	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Resolve accessibility issues for more than 4,200 PDF files currently hosted on harpercollege.edu by December 2022. • Institute accessibility standards for future electronic documents by December 2022. • Establish an Innovation Accelerator that will streamline new programming at the College, including: <ul style="list-style-type: none"> ○ Pursue at least four grants that bring innovative programming to the College by June 2023. ○ Operationalize at least one new program as a result of an awarded grant by June 2023. • Pilot the Enacting Equity Guidelines course review instrument and coaching process for 12 faculty by June 2023. • Conduct Flexible Learning pilot for at least 40 participating course sections and provide a recommendation for a potential Hyflex definition at Harper by June 2023. 				