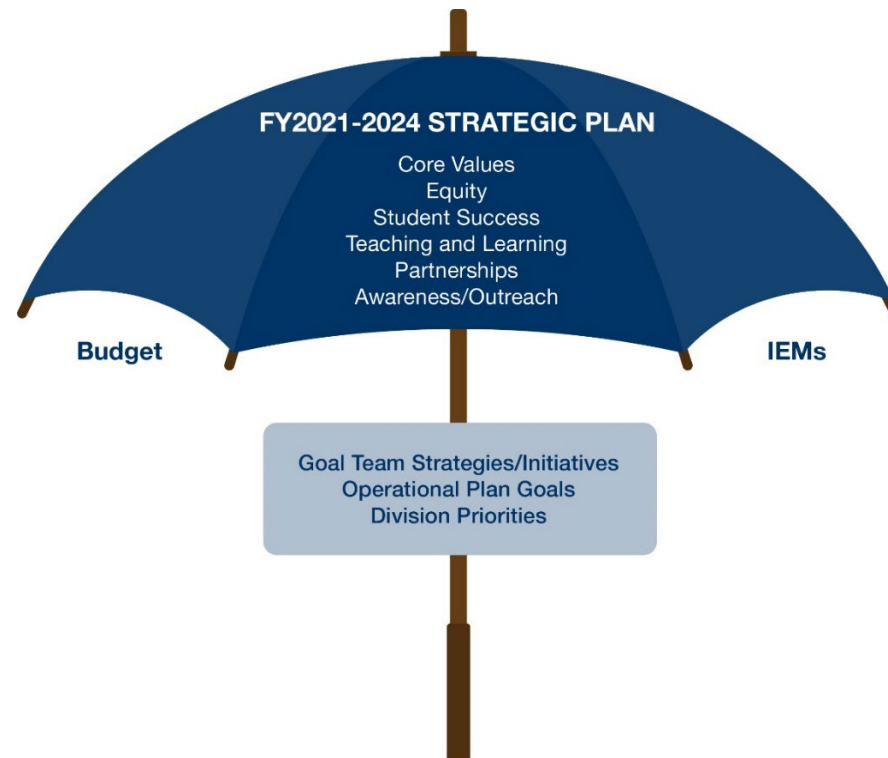


## FY 2025 Operational Plan

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. As FY 2025 is a development year for the next strategic plan, the current Operational Plan is tied to the six goals of the previous plan as indicated below.



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.	Increase engagement in Harper College programs and activities.	Mike Barzacchini Amanda Duval Rob Galick Jeff Julian Patrick Kelly Nancy Medina Bob Parzy Kim Pohl Michael Shaw Michelé Smith Ruth Williams Mark Wahlers	IEM: Enrollment, Persistence	Education Fund
<p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Incorporate Harper’s status as a Hispanic serving institution (HSI) and an Asian American and Native American Pacific Islander-serving institutions (AANAPISI) institution into the College’s communication and marketing efforts by December 2024.</li> <li>• Identify at least two new programs in advanced technology areas that can be offered for dual credit by December 2024.</li> <li>• Implement recommendations from the FY2024 translation gap analysis by June 2025.</li> <li>• Improve organic search performance of Areas of Interest (AoI) and related web pages through content redevelopment by June 2025.</li> <li>• Implement select recommendations from the International Enrollment/Expansion plan by June 2025.</li> </ul>				

**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.	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	HLC Criterion: Integrity: Ethical and Responsible Conduct; Institutional Effectiveness, Resources and Planning  Shared Governance: Technology Committee; Strategic Planning & Accountability Committee	Education Fund
<p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Conduct a review and evaluation of the FY2021-2024 Strategic Plan by December 2024.</li> <li>• Develop the FY2026-2029 Strategic Plan by June 2025.</li> <li>• Complete initial phase of implementation of college data strategy / data ecosystem by June 2025.</li> <li>• Conduct a review of institutional surveys / reports (Personal Assessment of the College Environment (PACE), Cultural Values Assessment (CVA), Community College Survey of Student Engagement (CCSSE), Community Scan, etc.) to determine strategy for gathering stakeholder input / feedback by June 2025.</li> <li>• Develop a Continuity of Operations Plan by June 2025.</li> <li>• Implement practices that demonstrate a Culture of Care for employees by June 2025.</li> </ul>				

**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).	Pete Almeida Tamara Johnson Ruth Williams	HLC Criterion: Integrity: Ethical and Responsible Conduct; Teaching and Learning: Evaluation and Improvement	Education Fund, HSI Grant
<b>Tasks:</b> <ul style="list-style-type: none"> <li>Investigate diversity focused financial strategies by December 2024.</li> <li>Develop a financial literacy program with the support of a subject matter expert; begin offering and assessing the program by June 2025.</li> <li>Provide at least two culturally responsive advising workshops for advisors and student-facing staff by June 2025.</li> </ul>				

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

	Operational Goal	Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
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	IEM: Enrollment, Persistence, Completion, Post-Harper Employment	Education Fund
<p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Create three transfer agreements with historically Black colleges and universities and/or predominantly Black institutions by June 2025.</li> </ul>				

**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.	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	IEM: Credit Accumulation, Persistence, Graduation  HLC Criterion: Teaching and Learning: Evaluation & Improvement; Teaching and Learning: Quality, Resources & Support	Education Fund, HSI Grant
<p>Tasks:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Complete Request for Proposal (RFP) for Bookstore Services by December 2024.</li> <li>• Begin construction of Canning Student Center by June 2025.</li> <li>• Increase development of academic plan for Black and Latinx students (IPEDS cohort) by 3% by June 2025.</li> <li>• Increase overall percentage of total milestone completion in the Path for Success by 3% for fall 2024 IPEDS cohort by June 2025.</li> <li>• Embed a dual credit student reception/experience during the fall High School Open House by December 2025.</li> <li>• Pilot two Areas of Interest (AoI) Experience Nights for prospective, new, and dual credit students in Spring 2025 by June 2025.</li> <li>• Identify technology innovations designed to enhance the Credit for Prior Learning student experience by June 2025.</li> </ul>				

**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.	Yolonda Barnes Susanne Brock Rob Galick Joanne Ivory Derek Leiter Nancy Medina Steve Petersen Kimberely Polly Jaime Riewerts Sandra Villanueva Mark Wahlers Ruth Williams	IEM: Persistence, Graduation  HLC Criterion: Teaching and Learning: Evaluation & Improvement; Teaching and Learning: Quality, Resources & Support	Education Fund, HSI Grant
<p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Begin construction of Emergency Services Training Center by December 2024.</li> <li>• Begin construction documents stage of design for Business and Social Sciences Building by June 2025.</li> <li>• 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.</li> <li>• Implement program viability audit process by June 2025.</li> <li>• 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.</li> </ul>				