FY2026 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.

FY2026–2029 STRATEGIC PLAN

Supportive and Inclusive Community
Innovative and Responsive Education
Organizational Excellence

Budget

IEMs

Operational Plan Goals
Department/Division Goals

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 encourage a sense of belonging.	Pete Almeida, Mike Barzacchini, Dennis Baskin, Eric Bohman, Craig Duetsch, Amanda Duval-Norwood, Sonnet Gabbard, Talitha Gentry, Keith Goode, Esmeralda Guerrero Lopez, Tamara Johnson, Jeff Julian, Bob Parzy, Kim Pohl, Kimberley Polly, Jaime Riewerts, Darlene Schlenbecker, Joe Scrima, Deann Surdo, Carol Trejo Kroger, Sandra Villanueva, Roderica Williams, Ruth Williams, Riaz Yusuff	HLC Criterion: Mission; Teaching and Learning for Student Success IEM: Gateway Completion; Persistence; Credit Accumulation; Student Satisfaction; Financial Support for Students	Education Fund HSI grant

Tasks:
- Increase the percentage of new, first-time in college, degree seeking student who have completed or are enrolled in English and math by fall 2025 Enrollment Census 1 (Path for Success).
- Launch the new student success model in spring 2026.
- Implement Year three Developing Hispanic Serving Institution Grant (DHSI) activities by June 2026 (grant year ends September 2026).
- Implement recommendation to address translation gaps by June 2026.
- Provide mental health education for employees and students by June 2026.
- Collaborate with the Trickster Cultural Center to develop a plan for creating a Harper Land Acknowledgment by June 2026.
- Assess student challenges with finding and accessing resources by June 2026.

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.	Yolonda Barnes, Mike Barzacchini, Courtney Bolhous, Scott Cashman, Billie Diaz, Kathleen Gorski, Amie Granger, Joanne Ivory, Jeff Julian, Patrick Kelly, Derek Leiter, Kimberley Polly, Sharon Rainbolt, Jaime Riewerts, Joe Scrima, Michelé Smith, Anna Strati, Darice Trout, Cristina Willard, Ruth Williams, Heather Zoldak	HLC Criteria: Mission; Teaching and Learning for Student Success IEM: Enrollment Shared Governance: Curriculum Committee	Education Fund

Tasks:
- Assess the academic portfolio to identify programs to implement, modify, or sunset and update curricula for at least three programs by June 2026.
- Develop an implementation plan to launch the College NOW Program for up to 100 high school students in fall 2026 by June 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 2026.
- Engage with at least three strategic business and industry partners across multiple areas of the college advancing BILT work and leveraging membership of the Business Strategy Team by June 2026.
- Develop pre-apprenticeship program options by June 2026.

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.	Promote a culture of continuous improvement, accountability, and excellence across all areas of the college.	Mike Barzacchini, Scott Cashman, Tom Cassell, Craig Duetsch, Amanda Duval-Norwood, Marcia Frank, Kathleen Gorski, Jeff Julian, Patrick Kelly, Matt McLaughlin, Nancy Medina, Steve Petersen, Kim Pohl, Sharon Rainbolt, Darlene Schlenbecker, Joe Scrima, Michelé Smith, Anna Strati, Deann Surdo, Sandra Villanueva, Ruth Williams, Janet Woods, Riaz Yusuff, Heather Zoldak	HLC Criterion: Mission; Integrity: Ethical and Responsible Conduct; Teaching and Learning for Student Success; Sustainability: Institutional Effectiveness, Resources and Planning IEMs: Persistence; Credit Accumulation; Graduation; Advancement; Student Satisfaction; Diversity Shared Governance: Strategic Planning and Accountability Committee; Facilities Committee; Technology Committee	Education Fund

Tasks:
- Launch an HLC Reaffirmation process that drives academic quality, inclusive excellence, and institutional innovation by December 2025.
- Reopen Harper Professional Center by December 2025.
- Implement a college-wide plan to achieve Accessibility compliance (WCAG 2.1 AA) by April 2026, meeting federal requirements and ensuring equitable digital access for all students, employees, and community members.
- Implement the FY2026-2029 Strategic Plan by June 2026.
- Execute campus construction on time, on budget, with minimal disruption to operations, and in alignment with LEED Silver certification standards by June 2026.
- Implement Wayfinding and Signage Project by June 2026.
- Implement Phase two of the Data Strategy/Ecosystem project by June 2026.
- Provide resources, training, and policy around Artificial Intelligence (AI), building on the work of the AI Task Force by June 2026.
- Integrate technology innovations that support achievement of the college mission by June 2026.