Strategic Planning

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 we serve. Prior to development of a strategic plan, the College conducts a thorough assessment of internal strengths and weaknesses as well as an external review of opportunities and threats – a SWOT Analysis. The SWOT analysis provides an evaluation that informs the planning process.

During FY 2020, building on the items identified in the SWOT Analysis, the College will engage in the following activities to develop its FY 2021-2024 Strategic Plan. The year-long planning process will be led by the Strategic Planning and Accountability Committee (SPA), a shared governance committee of the College. The process includes:

- **Dialogue Sessions:** Four dialogue sessions will be held in fall 2019 to invite broad-based campus discussion on the issues facing the College. The dialogue sessions will include expert panelists (internal and external representatives). Constituent input and feedback is the critical intended outcome of these sessions. Sessions will include panel discussions with time for questions and answers, as well as feedback collected through surveys. Topics for the dialogue sessions will focus on four key groups as follows:
  - **Employees:** Professional Growth and Service
  - **Students:** Education in the 21st Century
  - **Businesses/Employers:** The Changing Landscape of Work
  - **Community:** The Changing Landscape of the Community

As a result of the dialogue sessions, four Whitepapers will be developed and reviewed by the SPA Committee to identify emerging themes.

- **Data Summits:** Four data summits will be held in fall 2019 to examine and discuss data related to students, employees, businesses/employers, and the community. The purpose of these summits is to facilitate constituent engagement with key institutional data. As a result of this engagement, it is anticipated that common themes will emerge from the data discussions. Data summit themes will be recorded and reviewed by the SPA Committee.

- **SPA Committee Work:** In late fall 2019/early spring 2020 the SPA Committee will review the output from the dialogue sessions and data summits and synthesize these inputs into themes for review at the Strategic Planning Conference.

- **Strategic Planning Conference:** A two-day Strategic Planning Conference will be held in spring 2020. Day one of the conference will include both internal and external constituents with a goal of validating the themes resulting from the dialogue sessions and data summits. Day two of the conference will include the SPA committee along with representatives from all employee groups of the College to develop strategic goals related to the themes.

- **Shared Governance Process:** In mid-late spring 2020 the FY 2021-2024 Strategic Plan (themes and goals) will be presented to the campus for feedback through the shared governance process. Upon campus review, the Strategic Plan will be presented to the Board of Trustees for approval.

- **The FY 2021-2024 Strategic Plan will be launched in July 2020.**