



Forward**Together**

STRATEGIC PLAN FY2021-2024
Goals and Targets

MISSION

Harper College enriches its diverse communities by providing quality, affordable, and accessible education. Harper College, in collaboration with its partners, inspires the transformation of individual lives, the workforce, and society.

VISION

We will be an innovative and inclusive institution, the community's first choice, and a national leader for student success.

CORE VALUES

We value Respect, Integrity, Collaboration and Excellence.
We guide our work and support our philosophy, mission and vision by these core values.

RESPECT

We demonstrate Respect by interacting with and caring for others in a way that adds dignity to ourselves, our relationships and our organization by:

- valuing and celebrating the uniqueness of individuals and their strengths;
- expressing appreciation for our colleagues' time, efforts and contributions;
- encouraging multiple perspectives.

INTEGRITY

We demonstrate Integrity by supporting an honest and ethical environment by:

- respecting confidentiality and acting in a trustworthy manner;
- being accountable for our actions and adhering to policies and procedures;
- making decisions that are fiscally and socially responsible.

COLLABORATION

We demonstrate Collaboration by working internally and externally toward shared goals to create a more positive outcome by:

- actively listening, responding to others with empathy;
- practicing open and honest communication and sharing information that is essential for success;
- using positive humor to foster a healthy and enjoyable environment.

EXCELLENCE

We demonstrate Excellence by setting and pursuing high standards of professionalism and competency by:

- providing exceptional service to all while demonstrating pride in our work;
- welcoming new challenges and seeking opportunities for growth and development;
- encouraging and empowering each of us to achieve our best.



INTRODUCTION

In fall 2019, Harper College embarked on a year-long journey to develop a strategic plan that provides direction for the next four years. The strategic plan development process – Your Voice, Our Potential – engaged a wide range of internal and external constituents. District residents, employers, and educators joined the campus community in conversations around areas of focus for the future.

Harper's strategic planning process was inclusive and built on discourse around quantitative and qualitative data. Grounded by the mission of the College, hundreds of individuals including our students and the Harper College Board of Trustees, provided input on areas of focus to be addressed in the strategic plan. This work was guided by the analysis of internal and external data and environments, including the College's strengths and weaknesses as well as potential opportunities and threats.

Four themes – college culture, equity, excellence in teaching and learning, and partnerships and outreach – emerged through this work. Then the unforeseen pandemic moved us to an online environment and resulted in the College reevaluating priorities to meet the growing basic needs of students, provide additional supports, and ensure online educational offerings are of the highest quality. Through this change, the four themes remain just as relevant today as they were before COVID-19. The strategic goals shared in this document were developed from these themes and will guide the College towards achieving excellent outcomes, for students, employees, the workforce, and the larger community we serve.

This publication summarizes the strategic plan goals and targets. The FY2021-2024 Strategic Plan was approved by the Harper College Board of Trustees in June 2020. The strategic plan reflects the College's values, the thorough examination of internal and external data, and the voices of Harper College.

We Are Harper. Forward Together.

Dr. Avis Proctor, President

Forward **Together**

we are
HARPER

HARPER COLLEGE LEADERSHIP

Board of Trustees

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Greg Dowell

Diane Hill

Herb Johnson

Walt Mundt

Dylan Hildebrand, Student

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Dr. MaryAnn Janosik, Provost

Jeff Julian, Chief of Staff

Dr. Claudia Mercado, Interim Vice President of Diversity, Equity and Inclusion

Darlene Schlenbecker, Vice President of Planning, Research and Institutional Effectiveness

Dr. Michelé Smith, Vice President of Workforce Solutions



PLANNING AT HARPER COLLEGE

Harper College's strategic plan was built through an inclusive process that focused on discourse around quantitative and qualitative data. Grounded by the mission of the College, hundreds of individuals including students and the Harper College Board of Trustees, provided input on areas of focus to be addressed in the strategic plan. Four themes emerged through the planning process: college culture, equity, excellence in teaching and learning, and partnerships and outreach. The strategic goals were developed from these themes and will guide the College towards achieving excellent outcomes, for students, employees, the workforce, and the larger community we serve.

The Strategic Plan is the foundation for planning at the College and serves as the overarching umbrella or guiding plan for the budget, operational plan, and division plans. The purpose of the Strategic Plan is to effect change. The Strategic Plan is focused on future success and daily operational decisions are approached with the plan in mind. Additionally, resource allocation is aligned with the Strategic Plan. The work associated with all planning at the College is aligned with and supports achievement of the College's strategic goals.



MEASURING OUR PROGRESS

Progress towards achievement of the strategic goals is measured on an ongoing basis. Metrics for the strategic goal targets have been identified and a dashboard to track progress will be developed in spring 2021. Transparency and accountability are important to this effort and Harper College is committed to openly communicating the work toward achievement of the strategic goals. Progress will be communicated via the online dashboard as well as in the College's Institutional Accountability Report.



CORE VALUES

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

Targets:

- Create a culture of professional development.
- Increase student satisfaction and sense of belonging.
- Increase employee satisfaction, recognition, and sense of belonging.
- Increase collaboration, cooperation, and communication.
- Ensure accountability.

Goal Leaders:

Beverly Riley, Employee Relations Manager
Dominique Svarc, Associate Professor

Goal Team Members:

Dr. Vicki Atkinson, Dean of Student Development
 Brenda Belarmino, Administrative Assistant
 Mary Kay Harton, Dean of Students
 Njambi Kamoche, Dean of Resources for Learning
 Sarah Mikulski, Language Lab Coordinator
 Nancie Mohedano, Workforce Coordinator
 Carolynn Muci, Internal Communication Manager
 Jodie Olsen, Benefits Assistant
 Sharon Rainbolt, Dual Credit Coordinator
 Tracy Rowley, Interdisciplinary Programs Specialist
 Katherine Speer, Lead Academic Advisor
 Amy Vetter, Campus Sustainability Manager
 Sean Warren-Crouch, Promise Scholarship Program Manager





EQUITY

Build institutional capacity to support equity, diversity, and inclusion.

Targets:

- Develop a common language around equity for Harper College.
- Assess academic and non-academic policies/practices through an equity lens and recommend adjustments.
- Develop and provide education and training on diversity, equity, and inclusion.
- Create a culture of equity, diversity, and inclusion.
- Develop/enhance community relationships that support diversity, equity, and inclusion efforts.

Goal Leaders:

Joe Scrima, Testing Center Manager
Stephanie Horton, Associate Professor

Goal Team Members:

Robert Allare, Adjunct Faculty Level II
Jason Altmann, Director, Access and Disability Services
Dr. Kim Chavis, Dean of Health Careers
Rana Hattar, Administrative Assistant
Rob Hill, Inclusive Instructional Design Specialist
Dr. Kristin Hoffhines, Associate Dean of Advising Services
Nellie Khalil, Assistant Professor
Darby Lanpher, Continuing Education Instructor Services Specialist
Anne Liotine, Academic Advisor
Ranjani Murali, Faculty Fellow
Michael Shaw, Student Services Director
Jane Suarez del Real, Associate Professor
Cindy Washburn, Manager, Hawks Care Resource Center
Dr. Stephanie Whalen, Associate Professor





STUDENT SUCCESS

Identify and remove barriers to student success.

Targets:

- Close equity gaps.
- Increase completion rates for all students.
- Provide professional development around equitable practices (faculty and student support staff).
- Increase/enhance support services for basic needs/bandwidth demands.

Goal Leaders:

Dr. Travaris Harris, Dean of Business and Social Science
 Dr. Pardess Mitchell, Associate Professor

Goal Team Members:

Eric Bohman, Liberal Arts Placement and Testing Manager
 Lauren Chilvers, Manager, Scholarship and Special Projects
 Dr. Megan Dallianis, Director of New Student Programs and Canning Women’s Program
 Ellen Fisher, Manager, Academic Support Centers
 Dr. Marianne Fontes, Associate Professor
 Michael Harkins, Associate Professor
 Karin LaCour-Rivers, Academic Advisor
 Laura McGee, Director, Student Financial Assistance
 Dawn McKinley, Associate Professor
 Matt McLaughlin, Associate Dean of Student Success Initiatives
 Melissa Merlos, Circulation Supervisor
 Cindy Miller, Specialist, Fast Track Technical Support
 Kimberley Polly, Interim Dean of Math and Science
 Sue Skora, Registrar/Interim Senior Director of Enrollment Services
 Deann Surdo, Director of Outcomes Assessment and Institutional Effectiveness
 Nancy Trenkle, Academic Advisor





TEACHING AND LEARNING

Implement innovative and inclusive teaching and learning.

Targets:

- Ensure students leave Harper with essential skills.
- Develop new credit programs that are responsive to student, workforce, and community needs.
- Enhance alternative delivery methods/flexible scheduling.
- Implement culturally competent classroom practices.
- Improve paths to transfer and career (post-Harper outcomes).

Goal Leaders:

Bill Clark, Professor
Jaime Riewerts, Dean of Liberal Arts

Goal Team Members:

Marjorie Allen, Associate Professor
 Dr. Michael Bates, Dean of Teaching, Learning, and Distance Education
 Dr. Kathy Bruce, Interim Associate Provost
 Dr. Carol Carlson-Nofsinger, Assistant Professor
 Dr. Kimberly Chavis, Dean of Health Careers
 Ana Contreras, Instructor
 Maggi Franks, Manager, Fast Track
 Dr. Brett Fulkerson-Smith, Associate Professor
 Keith Goode, Academic Advisor
 Dr. Joanne Ivory, Dean of Career and Technical Programs
 Dr. Richard Johnson, Professor
 Kimberley Polly, Interim Dean of Math and Science
 Anita Rehberg, Access Advocate
 Darice Trout, Associate Dean of Interdisciplinary Student Success





PARTNERSHIPS

Advance relationships among education, community, and workforce partners.

Targets:

- Grow relationships across all sectors (education, community, and workforce).
- Leverage relationships that support student needs.
- Develop programming that responds to workforce/community needs, including existing skills gaps.
- Improve outcomes for all relationships.

Goal Leaders:

Dr. Rita Gura, Assistant Professor

Dr. Joanne Ivory, Dean of Career and Technical Programs

Goal Team Members:

Jennifer Brennan, Learning and Career Center Supervisor

Dr. Kathy Bruce, Interim Associate Provost

Chris Candelas, Academic Advisor

Kathleen Canfield, Director, Job Placement Resource Center

Andrea Fiebig, Director of Adult Education

Amie Granger, Community Relations Manager

Shannon Hynes, Director of Alumni and Affinity Groups

Martha Karavitis, Manager of Career Training

Dr. Melissa MacGregor, Manager, Workforce Initiatives

Sloan McHugh, Program Assistant, Office of International Education

Phil Mortenson, Distance Learning Manager

Dr. Regan Myers, Director of Infrastructure Services

Dr. Jessica Papa, Director, One Million Degrees Program

Bob Parzy, Interim Associate Provost of Enrollment Services

Julie Sabella, Experiential Learning Program Manager

Cristina Willard, Manager, Continuing Professional Education





AWARENESS/OUTREACH

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

Targets:

- Develop and implement a holistic outreach plan with targeted groups and outreach strategies.
- Educate internal constituents on Harper programs and services.
- Increase enrollment and participation in Harper College programming (credit and non-credit).
- Increase usage of College services and resources.

Goal Leaders:

Amie Granger, Community Relations Manager
Jose Vital, Instructor

Goal Team Members:

Dr. Susanne Brock, Director of Grants
Mary Budyak, Administrative Coordinator
Kevin Hahn, Youth Programming Manager
Donna Harwood, Associate Director, Marketing
Maria Knuth, Professor
Barb Levin, Compliance and Project Strategist
Deborah Maropis, Administrative Coordinator
Sue Mulvey, Operations Specialist
Colleen Novak, Research Office Support Associate
Bob Parzy, Interim Associate Provost of Enrollment Services
Sara Piraino, Lead Academic Advisor
Christyn Schnell, Database, Technology and Advancement Services Manager
Dana Tenenbaum, Campus Event Operations Supervisor
Heather Zoldak, Associate Executive Director of Foundation and Major Gifts



