



Palatine, Illinois

Institutional Accountability Report

2022-2023

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 STATEMENT

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

PHILOSOPHY STATEMENT

We, at Harper College, believe that our charge is to facilitate active learning and foster the knowledge, critical thinking and life/work skills required for participation in our global society. We work with our community partners to enrich the intellectual, cultural and economic fabric of our district. We believe that excellence in education must occur in an ethical climate of integrity and respect. We hold that the strength of our society is rooted in our diversity and that it is through synergy that we achieve excellence.

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.

2022-2023

**Institutional Accountability
Report**

**Avis Proctor, Ed.D.
President**

July 2023

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Planning, Research and Institutional Effectiveness
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MEMORANDUM

To: Board of Trustees
From: Dr. Avis Proctor, President
Date: June 30, 2023
Re: FY2023 Harper College Accountability Report

Reflecting on FY2023, this year continued to provide many opportunities for Harper College to positively impact lives. Through the many changes our communities have experienced, we have been there to provide support and pathways to opportunity. In doing so, we have realized numerous accomplishments over the course of the past year. Although this report largely highlights the work accomplished towards our operational and strategic goals, so much more was achieved. We are truly proud of our progress toward our goals and the difference Harper College continues to make in the lives of our students.

Consistent with our commitment to transparency and accountability, this document reports the FY2023 outcomes for the Presidential Priorities, Institutional Effectiveness Measures, Strategic Plan, and Operational Plan. While all our efforts are worth mentioning and result from the collaborative work of our faculty and staff, the following items highlight exceptional work over the past year:

- Achieved a graduation rate of 43.7%, the highest rate in Harper’s recorded history.
- Awarded 203 credentials to Promise Scholars and welcomed the fourth cohort of 444 Promise Scholars in fall 2022. The Promise Scholars continue to outperform their peers in course completion, grade point average, and credit hours earned.
- Offered targeted full tuition “Igniting Paths to Success” scholarships with 2,600 awards during fall 2022 and spring 2023. Ignite scholars outperform their peers in both grade point average and persistence rates.
- Recognized by Achieving the Dream as a Leader College of Distinction for our equitable student outcomes under more stringent criteria.
- Received the Illinois Community College Trustees Association’s 2023 Equity and Diversity Award for outstanding DEI efforts.
- Redesigned the diverse faculty fellowship, renamed as Leveraging Equity in Academia through Diversity (LEAD), and doubled our appointments to four LEAD fellows.
- Expanded support for employees to earn degrees at the bachelor's, master's, and doctoral level, through increased funding opportunities and the development of a doctoral program in collaboration with Northern Illinois University.
- Launched the Innovation Accelerator as a collaborative operational unit designed to focus on rapid development and delivery of emerging technology programming to meet regional employer demands.
- Generated 52 new endowed scholarships and are 99.8% to goal for the Educational Foundation \$30M Inspire Campaign which ends in June 2024.
- Awarded a \$1.6 million Strengthening Community Colleges Training Grant by U.S. Department of Labor.

- Welcomed 15 new apprenticeship partner employers who hired 97 apprentices.
- Finalized a partnership with McDonald’s Archways to Opportunity program to provide educational opportunities to McDonald’s associates from local McDonald’s restaurants.
- Awarded grants to six organizations through the Community Innovation Grant Fund.
- Made considerable progress towards achievement of the FY2021-2024 Strategic Plan goals including the implementation of a holistic outreach plan, increased partnerships, growth in professional development, improvements in student success and reduction of equity gaps.

Presidential Priorities

The President establishes goals in consultation with the Board of Trustees that support the Strategic and Operational Plans of the College. Five goals were established for FY2023:

Goal: Ensure continued progress on student success measures focused on how students advance in their studies at Harper. The leading indicators below provide key data on progression to graduation and will be disaggregated to ensure the College is focused on closing equity gaps.

Status: Completed.

Measured progress on the following leading indicators, with improvements achieved in three of the four overall measures. Additionally, 13 equity gaps were identified in these four measures and decreases in gaps were realized for seven of the 13 during FY2023.

- a. Fall to Spring Persistence
- b. Fall to Fall Persistence
- c. Part-Time Credit Accumulation (12 hours)
- d. Full-Time Credit Accumulation (24 hours)

Goal: Establish additional measures that aid in improving the recruitment and retention of diverse faculty and staff and report progress via the newly established IEMs.

Status: Completed.

A recruitment and hiring policy, and a recruitment plan were developed during FY2023. The recruitment policy was approved by the Board of Trustees in October 2022 and states:

The College is committed to cultivating a community of talented employees from diverse backgrounds who contribute to fulfilling our mission, vision, philosophy, and core values. The Board will regularly monitor progress towards increasing the representation of individuals from historically underrepresented populations, at all levels of the institution. The Board directs the College to implement intentional policies and procedures that help identify and mitigate bias and discrimination throughout the hiring process. The College strives for its overall composition of faculty and staff to better represent the diversity of our students.

Goal: Execute recommendations that increase standards of risk management for the College.

Status: Completed.

Established a centralized function for risk management with the hiring of a Director of Risk Management, who formed an Emergency Preparedness Committee and conducted a Hazard Vulnerability Assessment. Created a risk management plan that addresses changes in district demographics and enrollment as well as institutional readiness for emergencies and cybersecurity.

Goal: Execute the highest priority master planning projects.

Status: Completed.

The Board approved the Canning Center’s Schematic Design in October 2022. The Programming phase of design for the Business and Social Sciences Center (Buildings I and J) began in November 2022.

Goal: Develop a Strategic Information Technology Plan.

Status: In Progress.

A draft Technology Strategic Plan was developed with broad-based engagement of faculty and staff during Spring 2023. An updated version was shared with the Board of Trustees in July 2023 for its collective review and feedback. The plan will reflect this feedback and be finalized in August 2023.

The following highlights the financial results against the FY2023 budget.

Financial Projections

The College’s projected financial results are based on the combined Tax-Capped Funds, which include Education; Operations and Maintenance; Audit; and Liability, Protection and Settlement Funds. These four funds and the Bond and Interest Fund are the only funds that receive property tax revenues. The Bond and Interest Fund is not subject to the Tax-Cap legislation.

The FY 2023 Tax-Capped Funds revenue is projected to exceed the budget by \$10.2 million. This revenue variance is primarily due to the State passing a budget and fully funding the base operating grant. The College experienced stronger tuition, investment, and corporate personal property replacement tax revenue.

Projected expenditures for FY 2023 are at budgeted levels. Savings from vacant positions affecting salary and benefit costs were offset by additional capital outlay and increased tuition waivers.

The Tax-Capped Funds were budgeted to breakeven after planned transfers. Current projections are to have a surplus, prior to any unplanned fund transfers, of \$10.2 million.

Capital Projects

Several Campus Master Plan project initiatives made significant progress in FY2023:

- Completed the Building B Natural Gas Service Line Replacement Project in October 2022, within the project budget of \$135,680.
- Completed the Building D HVAC Upgrade Project in September 2022, within the project budget of \$264,154.
- Completed the Buildings E and Z Domestic Water Heater Improvements in March 2023, within the project budget of \$298,000.
- Completed the Building F Water Infiltration Repairs Project in May 2023, within the project budget of \$97,500.
- Completed the Building J Theatrical Lighting Improvement Project in December 2022, within the project budget of \$283,000.
- Completed work on the Building L Kiln Exhaust Improvement Project in October 2022, within the project budget of \$86,000.
- Completed the Building M Drone Lab Project in April 2023, within the project budget of \$94,460.

- Completed the Buildings O and R Roofing Replacement in February 2023, within the project budget of \$178,000.
- Completed work on the Building X Respiratory Therapy Lab Project in May 2023, within the project budget of \$605,800.
- Completed work on the Building X Center for Interprofessional Simulation and Innovation Improvement Project in December 2023, within the project budget of \$147,400.
- Completed Feasibility Studies for the Building B Sanitary Sewer Improvement Project; Building B Water Service Improvement Project; Learning and Career Center Elevator Improvements; and Infrastructure Improvements to support the Canning Center.
- Began the construction documents for the Canning Center and University Center. Construction documents are scheduled to be completed in March 2024 with bidding to begin in April 2024.
- Began the schematic design for the new Business and Social Sciences Building (Buildings I and J). Schematic design is scheduled to be completed in December 2023 with design development to begin in January 2024.
- Began the design development for the Emergency Services Training Center (Building Q). Design development is scheduled to be completed in June 2024 with contract documents to begin in July 2024.
- Completed construction documents for the Building E Film Studies Lab with construction to be completed in August 2024.
- Began the design for Phase II of the HVAC Upgrades in Buildings R, W, X, Y, and Z. The project is scheduled to be completed in September 2023 and is within the project budget of \$1,740,600.
- Began work on Phase I of the Buildings R, W, X, Y, and Z Building Automation Systems (BAS) Upgrades Project. The project is scheduled to be completed in September 2023 and is within the project budget of \$634,600.
- Began work on Buildings B, D, H, M, and S Building Automation Systems (BAS) Upgrade Project. The project is scheduled to be completed in October 2023 and is within the project budget of \$695,000.
- Began work on the Campus HVAC Improvement Project. The project is scheduled to be completed in May 2024 and is within the project budget of \$1,725,902.
- Began work on the Building A West Plaza Concrete Replacement Project. The project is scheduled to be completed in October 2023 and is within the project budget of \$388,000.
- Began work on the Building B Central Steam Boiler Plant Upgrade Project. The project is scheduled to be completed in March 2024 and is within the project budget of \$6,546,000.
- Began work on the Building B Harper College Police Department Remodeling Project (B110). The project is scheduled to be completed in November 2023 and is within the project budget of \$320,000.
- Began work on the Building D Hawk's Care Project. The project is scheduled to be completed prior to the start of the fall 2023 semester and is within the project budget of \$500,000.
- Began work on the Building R Theater Upgrades. The project is scheduled to be completed in December 2023 and is within the project budget of \$714,500.
- Other significant capital improvements in FY2023 include Building M Gymnasium Equipment Improvements; Building R Marque Sign Replacement; Building Y Data Center upgrades; Building Z Eyewash and Emergency Shower Improvements; security improvements; campus infrastructure improvements; indoor lighting level controllers; sidewalk repairs; parking lot maintenance; parking garage maintenance; traffic signage improvements; utility service tunnel repairs; and various classroom upgrades.

Conclusion

This was another productive year for Harper College. We celebrated our reaffirmed status as an Achieving the Dream Leader College of Distinction under more stringent criteria and were honored with the ICCTA Equity and Diversity Award. These awards represent the work we are doing to increase student success, close equity gaps, and build a culture of inclusion at Harper College. Students continued to achieve their completion goals and the College achieved a graduation rate of 43.7%. We celebrated the accomplishments of our graduates at an engaging and inspiring graduation ceremony held at the NOW Arena. We continue to rebuild in the post-pandemic environment and focus on developing a sense of belonging and community for both students and employees. We work diligently to meet the basic needs of our students and have expanded resources to include 24-7 mental health assistance as well as transportation assistance including expanded bus routes, a bike share pilot, and a Lyft ride share program. For these and many other reasons, I am proud of the work we accomplished during my fourth year at Harper. I look forward to our future achievements as we continue to go forward together.

Accountability at Harper College

Accountability at Harper College reflects a commitment to the continuous improvement of all aspects of our mission and values. To illustrate our commitment to accountability and transparency, an Accountability Report is produced annually, at the end of each fiscal year. This report provides outcomes on the College Plan and represents three areas of accountability: Institutional Effectiveness Measures (IEMs); Strategic Plan; and Operational Plan. The Accountability Report is also available to the public on the Harper College website.

College Accountability Structure

The College’s integrated accountability structure is represented by the chart below. This accountability structure represents three key components.

	Institutional Effectiveness Measures	College Strategic Plan	College Operational Plan
Cycle	Ongoing	4 year	Annual
Contents	Set of measures and related indicators	Strategic goals, targets, and measures	Goal Tasks
Reporting	Annual	Annual	Annual
Description	Measures of effectiveness that are key to the College’s mission; focused on student success; benchmarkable with other community colleges; and provide targets for performance.	Sets the College's direction and delineates goals that will move the College’s agenda forward. Requires College-wide commitment and typically cannot be accomplished by a single organizational unit.	Lists the institutional-level goals to be completed each year including performance tasks aligned with and in support of the College’s strategic plan.

Institutional Effectiveness Measures

Overview

Institutional effectiveness is a process that involves the entire institution in the assessment of the College's performance on key indicators, referred to as Institutional Effectiveness Measures (IEMs). These measures align with the mission and vision of Harper College as well as the needs and expectations of the College's internal and external stakeholders.

The Board of Trustees first approved and adopted IEMs for Harper College in FY2011. In FY2022, the College engaged in a year-long process to revise the IEMs and set four-year targets to be achieved in 2026. At that time, a review of historical and trend data as well as current institutional priorities and initiatives was conducted. In addition to setting targets for overall measures, targets were also set for student measures where equity gaps were identified.

Targets were set using a framework that includes three categories:

- Expected – If we continue on our current path, this target represents the expected outcome.
- Improvement – A challenging, yet attainable target that can be achieved through increased effort.
- Stretch – A target achieved only if the measure is prioritized, and institutional focus is placed on dramatic improvement.

With student success at the forefront of the IEM revision, the IEMs are aligned with the College's You Matter, We Care SOAR framework (**S**earch, **O**nboard, **A**dvance, **R**ealize), which outlines the student journey from start to finish. This framework explores student milestones met and outcomes achieved for each phase of the student lifecycle.

Progress on targets for each of the indicators is defined as:

- Needs Attention – This status indicates that based on current and trend data additional attention and effort is needed if the target is to be achieved by 2026.
- On Target – This status indicates that based on current and trend data it is projected that the 2026 target will be met.

During FY2023, the College made progress on the IEMs. Activities related to the Operational Plan, Strategic Plan, President's Goals, and division/department goals aided in the overall advancements made this year. Status is displayed in the following table which links to individual data for each measure through the College's [IEM dashboard](#).

The following pages provide a high-level overview of progress towards the 2026 IEM targets. At the end of FY2023, 11/16 measures are on target, 3/16 need attention, and we are awaiting data for the remaining two measures. As of September 30, 2023, 12/16 measures are on target and 4/16 measures need attention*.

*Added September 30,2023

Institutional Effectiveness Measures



Enrollment is the measure under the “Search” portion of the framework. The enrollment measure represents the proportion of district residents served by Harper College through credit instruction. Enrollment increased for fall 2022 and remains above both the peer group and the state average. Harper is on track to meet the 2026 enrollment target. Click on “Enrollment” in the table below to link to data and additional details.

Measure	Needs Attention	On Target
Enrollment		



Under the “Onboard” portion of the framework are two measures: Gateway math and gateway English completion. These measures represent the proportion of students who complete gateway coursework within their first year. Current rates for both gateway math and gateway English remained relatively constant from the previous year. Gateway English completion is on track to meet the 2026 target, while gateway math completion needs attention. Click on the measures below to link to data and additional details.

Measure	Needs Attention	On Target
Gateway Math Completion*		
Gateway English Completion*		



The measures under the “Advance” portion of the framework include fall to spring persistence, fall to fall persistence, and credit accumulation for both part- and full-time students. Current persistence rates for both fall to spring and fall to fall remained relatively constant with the previous year with both measures on target to achieve the 2026 targets. As for credit accumulation, the rates for both part- and full-time students are consistent with the previous year's rates. While the rate for full-time students is on target to be met by 2026, the rate for part-time students needs attention. Click on the measures below to link to data and additional details.

Measure	Needs Attention	On Target
Fall to Spring Persistence		
Fall to Fall Persistence		
Full-Time Credit Accumulation (24hrs)		
Part-Time Credit Accumulation (12hrs)**		

*Title updated September 30, 2023

**Status updated September 30, 2023

Institutional Effectiveness Measures



The measures under the “Realize” portion of the framework include advancement, graduation, post-Harper satisfaction and post-Harper employment outcomes. The advancement measure represents the percentage of students who graduate, transfer, or continue to enroll at Harper three years after enrollment. Harper’s advancement rate has remained constant over the past several years and is on track to meet the 2026 target. The graduation rate measure represents the percentage of students who earn a credential within three years of enrollment. Harper’s current graduation rate is at an all-time high, with a large increase over the previous year’s rate. The post-Harper student satisfaction measure represents the percentage of recent graduates who report satisfaction with preparation for future career or education. The current student satisfaction rate is at its’ highest rate in the past five years and above the 2026 target. The final two measures are related to employment and wages in the first year post-Harper. Data is not yet available for these measures. Click on the measures below to link to data and additional details.

Measure	Needs Attention	On Target
Advancement		
Graduation Rate		
Post-Harper Student Satisfaction		
Post-Harper Student Stable Employment*		
Post-Harper Student Living Wage*		

You matter; we care. *(An overarching message of SOAR)*

Several measures fall under the overarching message of the framework: You Matter; We Care. These measures include financial support, faculty diversity, and employee diversity. The financial support measure represents the percentage of students who receive federal, state, or institutional aid. The percentage of students receiving aid has steadily increased and currently surpasses the 2026 target. The IEMs contain two diversity related measures, comparing faculty diversity with student body diversity, and employee diversity with the diversity of the Harper district. Both faculty and overall employee diversity has increased. The diversity of faculty however, remains an area in need of attention. Click on the measures below to link to data and additional details.

Measure	Needs Attention	On Target
Financial Support for Students		
Faculty Relative to Student Diversity		
Employees Relative to Community Diversity		

Financial Health

The final IEM is a measure related to financial health. The Composite Financial Index (CFI) is a measure of overall financial health comprised of four ratios. Harper’s CFI remains “above the zone” which is the ideal range for public community colleges. Click on the measure to link to data and additional details.

Measure	Needs Attention	On Target
Composite Financial Index		

*Status added September 30, 2023

Institutional Effectiveness Measures

Equity Gaps and IEMs

In addition to targets for the 16 IEMs, targets were set for student measures with identified equity gaps. Focused attention has been placed on increasing overall success and reducing equity gaps by 20%, wherever they exist. Progress towards closing equity gaps is provided in the tables below. At the end of FY2023, 16/28 are on target, with 12/28 needing attention. Data and additional details can be accessed by clicking on the measures below. Once on the measure page, [click on the equity gaps tab](#).



PREPARE TO TAKE FLIGHT

Measure	Needs Attention	On Target
<u>Gateway Math Completion*</u>		
• Black student gap		
• Hispanic student gap		
• Pell eligible student gap		
• 1 st generation student gap		
<u>Gateway English Completion*</u>		
• Black student gap		
• Hispanic student gap		
• Pell eligible student gap		
• 1 st generation student gap		



FOLLOW YOUR FLIGHT PATH

Measure	Needs Attention	On Target
<u>Fall to Spring Persistence</u>		
• Black student gap		
• Hispanic student gap		
• 1 st generation student gap		
<u>Fall to Fall Persistence</u>		
• Black student gap		
• Pell eligible student gap		
• 1 st generation student gap		
<u>Full-Time Credit Accumulation (24hrs)</u>		
• Black student gap		
• Hispanic student gap		
• Pell eligible student gap		
• 1 st generation student gap		
<u>Part-Time Credit Accumulation (12hrs)</u>		
• Black student gap		
• Hispanic student gap		
• 1 st generation student gap		

*Title updated September 30, 2023

Institutional Effectiveness Measures



Measure	Needs Attention	On Target
<u>Advancement</u>		
• Black student gap		
• Hispanic student gap		
• Pell eligible student gap		
• 1 st generation student gap		
<u>Graduation Rate</u>		
• Black student gap		
• Hispanic student gap		
• Pell eligible student gap		



Overview

Harper College’s four-year Strategic Plan (FY2021-2024) is the result of broad engagement in a community-based planning process designed to meet the changing needs of students and the community. The plan sets a strategic course for the College as it strives to achieve its vision as an innovative and inclusive institution, the community’s first choice, and a national leader for student success.

The “Your Voice Our Potential” themed strategic planning process highlighted the importance of gathering input from all stakeholders. The College developed its community-based Strategic Plan with the guidance of the Strategic Planning and Accountability Committee (SPA) shared governance committee. The strategic planning process included a thorough assessment of the concluding plan, review of community and student data, employee dialogue sessions, data summits, and a strategic planning conference that built upon the reviews, data, and dialogues and included both internal and external stakeholders. Four themes – College Culture, Equity, Excellence in Teaching and Learning, and Partnerships and Outreach – emerged through this work. Shortly after the review and input process, the COVID-19 pandemic moved us to an online environment and resulted in the College reevaluating priorities to meet the basic needs of students, provide additional supports, and ensure online educational offerings are of the highest quality. Through these changes, the four themes remained just as relevant.



Core Values



Teaching and Learning



Student Success



Equity



Partnerships



Awareness/Outreach

In spring 2020, the SPA Committee synthesized the outcomes from the Strategic Planning Conference, resulting in six strategic goals – Core Values, Teaching and Learning, Student Success, Equity, Partnerships, and Awareness and Outreach – to guide the College towards achieving excellent outcomes, for students, employees, the workforce, and the larger community we serve. The “Forward Together” FY2021-2024 Strategic Plan was approved by the Board of Trustees in June 2020. In fall 2020, the Strategic Plan was launched, and goal teams began their work. During FY2023, goal teams worked diligently to develop and implement strategies to impact goal targets and measures. Fourteen strategic plan goal measures were scheduled for and completed by the end of FY2023. Additionally, five measures scheduled for completion in FY2024 were completed during FY2023. The following pages highlight the strategic plan work accomplished during FY2023.

Strategic Plan

Strategic Plan Measures with FY2023 Completion Date

The FY2021-2024 Strategic Goals are listed below. Each goal had one or more targets with completion dates in FY2023. Below is a summary of the 14 FY2023 measures by goal with a link to detailed information. Also included are the five FY2024 measures that have been completed during FY2023.

Goal: AWARENESS/OUTREACH Enhance awareness of and access to Harper College programming, resources, events, and partnerships.
Measures Completed
Implement the holistic outreach plan by June 2023.
Provide educational activities by June 2023.
Goal: CORE VALUES Implement practices that promote Harper’s core values of respect, integrity, collaboration, and excellence.
Measures Completed
Increase the percent of employees who are satisfied with opportunities, support, recognition, and value of professional development at Harper by 3%, as measured by PACE survey items by June 2023.
Increase employee satisfaction and sense of belonging by 4% as measured by related PACE survey items by June 2023.
Increase cooperation/communication by 3%, as measured by items related to spirit of cooperation and communication on the PACE survey by June 2023.
Achieve a current value of “ collaboration ” on the CVA by June 2023.
Achieve a current value of “ accountability ” on the CVA by June 2023.
Goal: EQUITY Build capacity to support equity, diversity, and inclusion.
Measures Completed
Recommend equity adjustments to policies/practices by June 2023.
Improve employee DEI culture by 3% as measured by commitment to workplace diversity items on the PACE survey by June 2023.
Goal: PARTNERSHIPS Advance relationships among education, community, and workforce partners.
Measures Completed
Increase on-campus and virtual presence of community organizations by June 2023.
Implement strategies to improve relationship outcomes by December 2022.
FY2024 Measures Completed during FY2023
Increase relationships in identified area(s) of focus, transportation, healthcare, technology, and business management, by 4% by June 2024.
Increase engagement levels for relationships in identified area(s) of focus, transportation, healthcare, technology, and business management by 10% by June 2024.
Develop at least three community education (1.3) and community professional education (1.6) courses and/or programming that respond to needs/gaps by December 2023.
Implement courses and/or programming by June 2024.

Strategic Plan

Goal: STUDENT SUCCESS

Identify and remove barriers to student success.

Measures Completed

Implement [strategies](#) to address student equity gaps by June 2023.

Implement new [services](#) as well as enhancements to existing services by June 2023.

Goal: TEACHING AND LEARNING

Implement innovative and inclusive teaching and learning.

Measure Completed

Develop [flexible schedules](#) to meet the identified needs of students, the community, and the workforce by December 2022, to be implemented fall 2023.

FY2024 Measures Completed During FY2023

Develop at least three [high-demand programs](#) that respond to identified needs by June 2024.

Strategic Plan

Goal: AWARENESS/OUTREACH Enhance awareness of and access to Harper College programming, resources, events, and partnerships.	
Target/Measures	Status
<p>Target: Develop and implement a holistic outreach plan w/targeted groups and outreach strategies. (Target achieved FY2023)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Develop a definition of outreach by June 2021. (Completed FY2021) • Develop a holistic outreach plan, including targeted groups and outreach strategies, by June 2022. (Completed FY2022) • Implement the holistic outreach plan by June 2023. (Completed FY2023) 	<p>Target Complete. During FY2023, the community relations outreach plan (developed in FY2022) was implemented. The plan utilizes strategic plan initiatives to re-introduce Harper to the community by implementing strategies focused on awareness, knowledge, and engagement. Various project proposals have been resourced and incorporated throughout the plan.</p>
<p>Target: Educate internal constituents on Harper programs and services. (Target achieved FY2023)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Identify key programs and services of which all internal constituents should have knowledge by December 2021. (Completed FY2022) • Develop education materials by June 2022. (Completed FY2023) • Provide educational activities by June 2023. (Completed FY2023) 	<p>Target Complete. During FY2023, the “Get to Know” monthly features in InsideHarper highlighted various programs, resources, and services. Some examples include Continuing Professional Education, Makerspace, Hawks Care, and University Center. The goal team collaborated with the communications team to create consistent communication utilizing current internal tools such as InsideHarper and HIP. In-person engagement opportunities were created in collaboration with existing campus events such as the all-employee lunch, semester opening week, and the President’s Address.</p> <p>Additionally, two information sessions were hosted in collaboration with the all-employee lunches. In August 2022, five programs hosted information tables with more than 500 people attending the lunch. In January 2023, four programs hosted information tables with more than 400 people attending.</p>

Strategic Plan

Goal: AWARENESS/OUTREACH Enhance awareness of and access to Harper College programming, resources, events, and partnerships.	
Target/Measures	Status
<p>Target: Increase enrollment and participation in Harper College programming (credit and non-credit).</p> <p>Measures:</p> <ul style="list-style-type: none"> • Implement strategies to increase adult (25+) enrollment in credit and non-credit programming by June 2022. (Completed FY2022) • Increase enrollment of adults 25+ in credit and non-credit programs above FY2019 levels by June 2024. 	<p>In Progress – On Schedule. During FY2023, the goal team continued its work on implementing strategies to increase adult (+25) enrollment.</p> <ul style="list-style-type: none"> • The Career Directions course, a free online course for adults seeking to identify career opportunities, was expanded. Students who successfully complete the course also earn one college credit that can be applied to a certificate/degree. • In collaboration with Marketing Services and Community Relations, the goal team hosted an annual “Career Forward” event providing career information, career coaching, and other support programs for adults looking to jumpstart or realign their career. • Admissions Outreach has an Adult Engagement Specialist that identifies, develops, and coordinates events and information sessions for underrepresented adults throughout the Harper district. • The community outreach plan has supported strategic enrollment initiatives and non-credit enrollment. Community relations has increased participation in community resource fairs and community outreach programs such as the All Saints mobile food pantry to promote credit and non-credit programs directly to the community. The goal team has also worked to increase connections with partners that support underserved populations to ensure the people providing support have awareness and knowledge of the Harper programs and resources available to their clients. • The Teaching and Learning goal team has supported adult enrollment through their work to create 8-week course offerings to accommodate adult learner schedules as well as several short-term and accelerated courses. Apprenticeship programs and career-technical certificates are offered to help adult learners gain short-term, skills-based training and certifications.

Strategic Plan

Goal: AWARENESS/OUTREACH Enhance awareness of and access to Harper College programming, resources, events, and partnerships.	
Target/Measures	Status
<p>Target: Increase usage of College services and resources.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Create a comprehensive list of College services and resources by December 2021. (Completed FY2022) • Using FY2019 data as a baseline, increase usage of identified College services and resources by 2% by June 2024. 	<p>In Progress – On Schedule. During FY2023, the goal team increased communication and information about College services and resources within community partner organizations, community outreach events, chamber and business association events, and publications. The goal team continued to monitor usage rates for identified College services and resources.</p>

Strategic Plan

Goal: CORE VALUES Implement practices that promote Harper’s core values of respect, integrity, collaboration, and excellence.	
Target/Measures	Status
<p>Target: Create a culture of professional development.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Develop a philosophy of professional development by June 2021. (Completed FY2021) • Implement a system to track participation in professional development activities by June 2022. (In Progress – To Be Completed FY2024) • Increase the percent of employees who use professional development funds by 10%, from 58% in FY2019 to 63.8% in FY2024. • Increase the percent of employees who are satisfied with opportunities, support, recognition, and value of professional development at Harper College by 3%, as measured by PACE survey items by June 2023. (Completed FY2023) 	<p>In Progress – Behind Target/Schedule. During FY2023, the goal team continued to create a culture of professional development.</p> <ul style="list-style-type: none"> • Human Resources (HR) identified a module in Oracle that will house a learning management system allowing employees to track professional development. HR is currently able to track employees who complete LinkedIn Learning, diversity, equity, and inclusion (DEI) training, sexual harassment training, and Title IX training. • An article was published in InsideHarper to promote professional development fund usage. As part of the performance evaluation training offered by HR, employees were provided guidance on using professional development funding. • The annual Professional Development Day continued to be offered in spring 2023, providing employees with learning and engagement opportunities. • The “Growing at Harper” professional development opportunity was launched and includes three programs: <ul style="list-style-type: none"> ○ Supervising the Harper Way – includes training open to supervisors/ managers and led by Harper content experts. Participants learn about Harper procedures and how to access support resources. ○ Leading the Harper Way – cohort program led by an outside facilitator that focuses on development of leadership skills. ○ Enriching the Harper Way – monthly event open to all employees and provides an opportunity to welcome newly hired Harper employees. • An advanced degree options program was developed and is now offered through Northern Illinois University as well as a bachelor's and master's degree options where employees receive funding toward a degree. Harper has also partnered with Northern Illinois University to develop a Curriculum Leadership, Equity, and Social Inquiry doctoral program.

Strategic Plan

Goal: CORE VALUES	
Implement practices that promote Harper’s core values of respect, integrity, collaboration, and excellence.	
Target/Measures	Status
<p>Target: Create a culture of professional development. (Continued)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Develop a philosophy of professional development by June 2021. (Completed FY2021) • Implement a system to track participation in professional development activities by June 2022. (In Progress – To Be Completed FY2024) • Increase the percent of employees who use professional development funds by 10%, from 58% in FY2019 to 63.8% in FY2024. • Increase the percent of employees who are satisfied with opportunities, support, recognition, and value of professional development at Harper College by 3%, as measured by PACE survey items by June 2023. (Completed FY2023) 	<p>The Personal Assessment of the College Environment (PACE) employee climate survey was conducted in fall 2022 and assessed employee perceptions of professional development at Harper College. Questions related to this topic included:</p> <ul style="list-style-type: none"> • “I am encouraged to participate in professional development.” 2022 results showed a 0.5% decrease from 2019 results. • “I am recognized for my professional development.” 2022 results showed a 2.0% decrease from 2019 results. • “Harper values professional development.” 2022 results showed a 2.6% increase over 2019 results. • “Professional development and training opportunities are available.” 2022 results showed 3.5% increase over 2019 results. <p>While the targeted increase of 3% was not achieved for all four questions, improvements were realized in two of the four areas. Employees reported improvements in Harper valuing professional development and in available professional development/training opportunities.</p>

Strategic Plan

Goal: CORE VALUES Implement practices that promote Harper’s core values of respect, integrity, collaboration, and excellence.	
Target/Measures	Status
<p>Target: Increase student satisfaction and sense of belonging.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Increase students’ sense of belonging by 4%, as measured on the CCSSE Race and Ethnicity Survey items related to sense of belonging and culture of care, by June 2024. • Maintain the percent of completers who would recommend Harper at 97.6%, as measured by the Follow-up Survey by June 2024. 	<p>In Progress – On Schedule. During FY2023, Student Engagement sponsored over 150 events including the second annual Fall Fest, which provides students an opportunity to connect with campus departments and engage with student clubs and other students at the College. A tie dye event was also offered in fall 2022, where students and volunteer employees had an opportunity to work together to create unique tie dye designs. Feedback from students indicated the desire for a campus dance. Student Engagement partnered with the Student Activities Board to host Harper College’s Neon Night. More than 300 students attended this interactive, glow in the dark dance party.</p> <p>In fall 2022, a New Student Convocation event was offered to increase the sense of belonging and excitement for new students attending Harper. Students learned how to navigate the College and strategies for success. This event will occur on an annual basis.</p> <p>To increase engagement between students and alumni, Career Connection Days with Harper alumni were offered in spring 2023. The Job Placement Resource Center and Student Engagement partnered to provide four opportunities to engage in career focused presentations, professional development, and networking opportunities that connected Harper students to Harper College alumni.</p>

Strategic Plan

Goal: CORE VALUES Implement practices that promote Harper’s core values of respect, integrity, collaboration, and excellence.	
Target/Measures	Status
<p>Target: Increase employee satisfaction, recognition, and sense of belonging. (Target completed FY2023)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Increase employee satisfaction and sense of belonging by 4% as measured by related PACE survey items by June 2023. (Completed FY2023) • Implement additional processes for recognizing and appreciating employees by June 2022. (Completed FY2023) 	<p>Target Complete. During FY2023, “Dress for Your Day,” the 3-2-5 hybrid work schedule, no meeting lunch hour, and no meeting Fridays were operationalized. Additionally, summer hours were piloted in summer 2023. Also, the “Harper Helps” program was developed to be implemented in FY2024. This program will provide employees with the option to use 7.5 hours of work time to participate in volunteer activities.</p> <p>In addition to existing recognition activities including the Core Values Points of Pride, the Employee Recognition and Awards Ceremony was enhanced, and two new awards were included: Excellence in Diversity, Equity, and Inclusion award and Excellence in Leadership award.</p> <p>The PACE employee climate survey was conducted in fall 2022 and assessed employee satisfaction and sense of belonging at Harper College. Questions related to this topic included:</p> <ul style="list-style-type: none"> • “The Core Values guide the work of the College.” 2022 results showed a 4.3% increase over 2019 results. • “I believe the institution cares about my well-being.” 2022 results showed a 0.9% increase over 2019 results. • “My supervisor/chair expresses confidence in my work.” 2022 results showed a 6.6% increase over 2019 results. • “My supervisor/chair seriously considers my ideas.” 2022 results showed a 6.6% increase over 2019 results. <p>The targeted increase of 4% was achieved for three of the four areas, with improvements occurring in all areas. Employees reported the largest improvements related to supervisory relationships.</p>

Strategic Plan

Goal: CORE VALUES	
Implement practices that promote Harper’s core values of respect, integrity, collaboration, and excellence.	
Target/Measures	Status
<p>Target: Increase collaboration/cooperation/communication. (Target completed FY2023)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Increase cooperation/communication by 3%, as measured by items related to spirit of cooperation and communication on the PACE survey by June 2023. (Completed FY2023) • Achieve a current value of “collaboration” on the CVA by June 2023 (collaboration was a desired value in 2019). (Completed FY2023) 	<p>Target Complete. During FY2023, the goal team analyzed the results of the employee listening sessions on the spirit of cooperation and communication conducted in FY2022. Based on the results, the goal team developed Caught Collaborating, an opportunity to recognize employees that have collaborated across campus. This program will be implemented in FY2024.</p> <p>The PACE employee climate survey was conducted in fall 2022 and assessed perceptions of cooperation and communication at Harper College. Questions related to this topic included:</p> <ul style="list-style-type: none"> • “There is a spirit of cooperation at this institution.” 2022 results showed a 2.3% increase over 2019 results. • “A spirit of cooperation exists in my department.” 2022 results showed a 8.9% increase over 2019 results. • “There is a spirit of cooperation within my work team.” 2022 results showed a 5.9% increase over 2019 results. • “Information is shared within the institution.” 2022 results showed no change from 2019 results. • “The purpose for any change is effectively communicated to employees.” 2022 results showed a 0.3% decrease from 2019 results. • “Open and ethical communication is practiced at this institution.” 2022 results showed a 2.3% increase over 2019 results. <p>The targeted increase of 3% was achieved for two of the six areas, with improvements occurring in four areas. Employees reported the largest improvements related to the spirit of cooperation within the work team and in the department.</p> <p>The Cultural Values Assessment (CVA), conducted in spring 2023 collects information on personal values, values that define the current culture, and values that define the desired culture at organizations. Although “Collaboration” was not identified as a current cultural value for Harper College, it had the fifth highest value jump at 72 points.</p>

Strategic Plan

Goal: CORE VALUES Implement practices that promote Harper’s core values of respect, integrity, collaboration, and excellence.	
Target/Measures	Status
<p>Target: Ensure accountability. (Target completed FY2023)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Develop a strategic plan dashboard by June 2021. (Completed FY2021) • Achieve a current value of “accountability” on the CVA by June 2023 (accountability was a desired value in 2019). (Completed FY2023) 	<p>Target Complete. During FY2023, to ensure “accountability,” the goal team implemented several initiatives related to manager and supervisor training. In addition, the professional development coordinator offered online sessions for Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) goals training and developed a guide on entering SMART goals.</p> <p>The Cultural Values Assessment (CVA), conducted in spring 2023, collects information on personal values, values that define the current culture, and values that define the desired culture at organizations. Although “Accountability” was not identified as a current cultural value for Harper College, it had the second highest value jump at 108 points.</p>

Strategic Plan

Goal: EQUITY Build capacity to support equity, diversity, and inclusion.	
Target/Measures	Status
<p>Target: Develop a common language around equity for Harper College.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Develop definitions for Equity, Diversity, and Inclusion by June 2021 (Completed FY2021). • Develop procedures and protocols to ensure use of common inclusive language in all College materials (including classroom materials) by June 2022. (To Be Completed October 2023) 	<p>In Progress – Behind Target/Schedule. During FY2023, the goal team developed a set of guidelines that will be coming forward to the leadership of the Employee Resource Groups (ERGs) in fall 2023 that focuses on creating an inclusive language infographic that will include terms from the Equity Literacy Project. This infographic will be maintained and updated by the College’s ERGs.</p>
<p>Target: Assess academic and non-academic policies/practices (equity lens) and recommend adjustments.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Assess policies/practices for needed equity adjustments by December 2021. (Completed FY2023) • Recommend equity adjustments to policies/practices by June 2023. (Completed FY2023) • Support implementation of policy/practice adjustments by June 2024. 	<p>In Progress – On Schedule. During FY2023, the goal team hired a consultant to review existing College policy to determine if said policies are equitable. The consultant, from the Equity Literacy Institute, reviewed the Board Policy Manual and provided recommendations and feedback, including avoiding gender binary language and using pronouns such as them and their in policies. In addition, the rubric that was developed in FY2022 was fully implemented and used to review all new College policies.</p>
<p>Target: Develop and provide education and training on Diversity, Equity, and Inclusion.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Develop/identify a common institutional Diversity, Equity, and Inclusion training program for all employees by June 2022. (Completed FY2022) • Ensure 100% of employees (staff and faculty) participate in the common institutional Diversity, Equity, and Inclusion training by June 2024. 	<p>In Progress – On Schedule. To date, 639 employees have completed the Vector Solutions DEI training. Of those 639 employees, 520 (81%) completed the training during FY2023.</p>

Strategic Plan

Goal: EQUITY Build capacity to support equity, diversity, and inclusion.	
Target/Measures	Status
<p>Target: Create a culture of equity, diversity, and inclusion.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Maintain overall employee retention rate at 94.0% (FY2019 versus FY2023). • Improve student DEI culture by 4%, as measured by related CCSSE and CCSSE Race/Ethnicity Survey items by June 2024. • Improve employee DEI culture by 3% as measured by commitment to workplace diversity items on the PACE survey by June 2023. (Completed FY2023) 	<p>In Progress – On Schedule. During FY2023, several programs and events were implemented to improve the student DEI culture.</p> <ul style="list-style-type: none"> • Guiding Learners to Intentionally Develop Efficacy (GLIDE) peer mentor program was implemented to support Black and Latinx students and connect new students with second-year peer mentors. Students were provided, additional resources, monthly opportunities to attend workshops on campus, and participate in engagement activities. • Students can update pronouns in the Starfish system. Students also receive specific messaging based on their student profile. • PRIDE fest was held, bringing together students, faculty, and staff for a celebration of the history and accomplishments of LGBTQIA+ members. • Social Justice Studies courses, which fulfill general education requirements, allow students to prioritize transfer goals and degree completion while remaining immersed in the work of imagining, analyzing, and achieving justice. • The Trickster Cultural Center came to campus for Native American Heritage Month and National Veterans and Military Families Month. <p>Efforts to create a culture of DEI for employees also occurred during FY2023.</p> <ul style="list-style-type: none"> • The DEI Office, in partnership with Academic Affairs and the President’s Office, offered a campus wide dialogue series for faculty and staff to engage in conversations about equity. Faculty and staff served as trained facilitators for these sessions. Two sessions occurred in FY2023, “What does it mean to have an equity mindset?” and “Why is racial equity particularly important?” Nearly 300 faculty and staff members participated in these sessions. • The Diverse Faculty Fellows program, now called Leveraging Equity in Academia through Diversity (LEAD) was redesigned. LEAD Faculty Fellows recruit racially diverse professionals who can apply for tenure track faculty positions to ensure faculty demographics more closely reflect student body demographics. • The Justice, Equity, Diversity, and Inclusion (JEDI) Faculty Fellows program, a leadership and professional development opportunity for full-time faculty, launched in fall 2022. This program provides experience in the administrative area of diversity, equity, inclusion, and social justice work at the College.

Strategic Plan

Goal: EQUITY	
Build capacity to support equity, diversity, and inclusion.	
Target/Measures	Status
<p>Target: Create a culture of equity, diversity, and inclusion. (Continued)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Maintain overall employee retention rate at 94.0% (FY2019 versus FY2023). • Improve student DEI culture by 4%, as measured by related CCSSE and CCSSE Race/Ethnicity Survey items by June 2024. • Improve employee DEI culture by 3% as measured by commitment to workplace diversity items on the PACE survey by June 2023. (Completed FY2023) 	<p>The PACE employee climate survey was conducted in fall 2022 and assessed perceptions of Harper College’s commitment to workplace diversity. Questions related to this topic included:</p> <ul style="list-style-type: none"> • “The institution effectively promotes diversity in the workplace.” 2022 results showed a 1.3% increase over 2019 results. • “Harper regularly demonstrates a commitment to racial/ethnic diversity.” 2022 results showed a 2.2% increase over 2019 results. <p>While the targeted increase of 3% was not achieved, improvements occurred in both promoting diversity (1.3%) and in demonstrating a commitment to diversity (2.2%).</p>
<p>Target: Develop/enhance community relationships that support DEI efforts.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Consult with “Partnerships” goal team to identify community partnerships that support campus DEI efforts by December 2021. (Completed FY2022) • In collaboration with the “Partnerships” goal team, develop/enhance at least two community partnerships focused on DEI efforts by June 2024. 	<p>In Progress – On Schedule. In FY2022, the goal team collaborated with the Partnership goal team and identified the League of Women Voters as a community partner that could support campus DEI efforts. In fall 2022, Harper College and the League of Women Voters jointly hosted an on-campus debate between two local US House of Representative candidates Raja Krishnamoorthi and Chris Dargis.</p>

Strategic Plan

Goal: PARTNERSHIPS Advance relationships among education, community, and workforce partners.	
Target/Measures	Status
<p>Target: Grow relationships across all sectors (education, community, and workforce). (Target achieved FY2023)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Identify existing Harper relationships (as of June 30, 2020) by June 2021. (Completed FY2021) • Increase relationships in identified area(s) of focus, transportation, healthcare, technology, and business management, by 4% by June 2024. (Completed FY2023) • Identify levels of engagement for all relationships (engagement as defined for each sector) by June 2021. (Completed FY2022) • Increase engagement levels for relationships in identified area(s) of focus, transportation, healthcare, technology, and business management by 10% by June 2024. (Completed FY2023) 	<p>Target Complete. During FY2023, efforts to grow relationships across all sectors continued.</p> <ul style="list-style-type: none"> • Partnerships in two sectors, community and workforce, increased. Community partners increased by 2.6% from 112 to 115 and workforce partners increased by 22.2% from 45 to 55. • New and returning partners have been engaging in apprenticeships and for FY2023, an additional 97 apprenticeships were added with employers at engagement Level 3 (on a scale of one to five, with five being the most engaged). • Currently 119 students are enrolled in apprenticeships, 19 more than the identified goal of 100, and 198 students have been placed in internships. • Within the identified areas of focus, four new partners have been added in healthcare and business management. As of FY2023 there has been a 21.4% increase in relationships for identified areas of focus. Additionally, engagement levels for transportation and healthcare areas have increased. As of FY2023 engagement levels for relationships have increased by 10.9% for identified areas of focus. Subgroups of the goal team have identified strategies and associated action items to increase the number of quality partners in each area of focus.

Strategic Plan

Goal: PARTNERSHIPS Advance relationships among education, community, and workforce partners.	
Target/Measures	Status
<p>Target: Leverage relationships that support student needs.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Identify current presence of community organizations on Harper’s campus (including extension sites) by June 2021. (Completed FY2021) • Connect with at least five existing community organizations to increase resources to help meet student basic needs by June 2022. (Completed FY2023) • Increase on-campus presence of community organizations by June 2023. (Completed FY2023) • Increase student awareness of community partners that provide basic needs support by five percentage points from 12% to 17% by June 2024. 	<p>In Progress – On Schedule. During FY2023, the goal team developed a marketing plan, to be implemented in FY2024, to ensure students are aware of the community organizations on campus that provide basic needs support. The goal team identified a list of 13 community organizations that have a regular presence on campus. The team connected with five organizations that would be the best fit in meeting the immediate student needs of food and housing insecurity and mental health: Northwest Compass; Cook County housing authority; All Saints Lutheran Church mobile food pantry; Ascension (Mental health); and Kenneth Young Center. Three of these organizations have increased their presence on campus, Kenneth Young Center, All Saints Food Pantry, and Northwest Compass. Additionally, the All Saints mobile food pantry, and Northwest Compass are new to having a presence at Harper College.</p>

Strategic Plan

Goal: PARTNERSHIPS	
Advance relationships among education, community, and workforce partners.	
Target/Measures	Status
<p>Target: Develop programming that responds to community and workforce needs, including existing skills gaps. (Target achieved FY2023)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Assess training needs of the workforce/community (including skills gaps) by December 2021. (Completed FY2022) • Develop at least three community education (1.3) and community professional education (1.6) courses and/or programming that respond to needs/gaps by December 2023. (Completed FY2023) • Implement courses and/or programming by June 2024. (Completed FY2023) 	<p>Target Complete. During FY2023, the goal team worked to add 16 new courses and/or programs in Community Education (CE) 1.3 and 15 new courses in Continuing Professional Education (CPE) 1.6. Although the target has been achieved, work will continue through the end of the plan.</p> <ul style="list-style-type: none"> • New CE 1.3 courses: Basic Business Math; Grammar Essentials; Office Administrator Digital Skills Program; Remote Work Basics; Effective Business Writing; Supply Chain and Logistics Basics; Distribution and Warehouse Essentials; Manufacturing Overview and Trends; Warehouse Safety; OSHA 10; Finance and Budgeting for Business Pros; Increasing Sales Results; Digital Skills for Job Seekers; Resume Writing Strategies; Introduction to AI; Solar Tech Career Exploration • New CPE 1.6 courses: Professional Skills Intensive; Information Technology (IT) Fundamentals; Online Job Search; Workplace Computer Skills; Firefighter Certification; Fire Service Instructor I; Fire Service Instructor II; Fire Department Safety Officer; Forklift; Intro to Importing and Exporting; Commercial Driver's License (CDL) B; Artificial Intelligence Foundations I; Artificial Intelligence Foundations II; Exploring Emerging Technologies; Vet Assistant Training
<p>Target: Improve outcomes for all relationships.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Identify intended outcomes for relationships (by sector) by June 2021. (Completed FY2022) • Assess relationship outcomes by June 2022. (Completed FY2022) • Implement strategies to improve relationship outcomes by December 2022. (Completed FY2023) • Reassess relationship outcomes by June 2024. 	<p>In Progress – On Schedule. In spring 2023, a survey was sent to Harper partners to assess relationship outcomes. Survey respondents were asked to comment on five identified partnership outcomes: commitment, collaboration, active interest, improved outcomes, and overall satisfaction. A reassessment of these outcomes will occur in spring 2024. The Awareness and Outreach goal team has developed and implemented a holistic outreach plan which includes strategies that are being implemented to improve relationship outcomes. In addition, subgroups of the Partnerships goal team met in spring 2023 to analyze the survey results and identify additional strategies and associated action items to improve relationship outcomes.</p>

Strategic Plan

Goal: STUDENT SUCCESS Identify and remove barriers to student success.	
Target/Measures	Status
<p>Target: Close equity gaps.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Identify existing equity gaps by February 2021. (Completed FY2021) • Develop strategies to address student equity gaps by June 2021. (Completed FY2021) • Implement strategies to address student equity gaps by June 2023. (Completed FY2023) • Decrease equity gaps by 20% by June 2024. 	<p>In Progress – On Schedule. At the end of FY2023, gaps have been reduced for Black and Latinx students in several areas.</p> <ul style="list-style-type: none"> • Developmental Math – The gap between Black and White students decreased by 41%, from 15.5 percentage points (2016-2019) to 9.2 percentage points (2019-2022). • Developmental Writing – The gap between Black and White students decreased by 61%, from 10.7 percentage points (2016-2019) to 4.5 percentage points (2019-2022). • Fall to Fall Persistence (ft) – The gap between Black and White students decreased by 54%, from 19.2 percentage points (2015-2018) to 8.8 percentage points (2018-2021). • Developmental Math – The gap between Latinx and White students decreased by 32%, from 6.6 percentage points (2016-2019) to 4.4 percentage points (2019-2022). <p>During FY2023, the goal team proposed and/or continued to implement several initiatives to address student equity gaps.</p> <ul style="list-style-type: none"> • FYS/ENG101 and FYS/ENG100 Learning Communities: Implemented in fall 2021 to close equity gaps, improve success in 0-15 courses, increase First Year Seminar (FYS) compliance, and increase credit momentum, thereby increasing persistence and completion. Success rates and attainment of momentum milestones have improved. Embedding advisors in sections of FYS in fall 2022 led to a 12.9% increase in students creating an academic plan with their advisor as well as an increase in success rates in developmental coursework, from 53% to 59% in fall 2022.

Strategic Plan

Goal: STUDENT SUCCESS	
Identify and remove barriers to student success.	
Target/Measures	Status
<p>Target: Close equity gaps. (Continued)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Identify existing equity gaps by February 2021. (Completed FY2021) • Develop strategies to address student equity gaps by June 2021. (Completed FY2021) • Implement strategies to address student equity gaps by June 2023. (Completed FY2023) • Decrease equity gaps by 20% by June 2024. 	<ul style="list-style-type: none"> • ESP010 Course Development: Implemented in fall 2022 to address equity issues. The ESP010 course allows English as a Second Language (ESL) students only needing writing instruction to access college-level English through concurrent enrollment. Persistence rates have been stronger for ESP010 students going to ENG102 as compared with ESL074 going into ENG101. • Philosophy Department Equity Gaps: Implemented to address equity gaps of Black/Latinx students in philosophy courses. The philosophy faculty reviewed resources that address best practices in inclusive pedagogy and implemented changes to in courses during fall 2021 and fall 2022. Success rates were higher for students (fall 2022) in courses with participating faculty (75.3% versus 71.3%). • Guiding Learners to Intentionally Develop Efficacy (GLIDE): Implemented in fall 2022 to address equity gaps for Black and Latinx students. Initial data is positive, with GLIDE students outperforming peers in areas such as semester-to-semester persistence. Fall 2022 to spring 2023 persistence for GLIDE mentors (100%) and mentees (90%) were higher than that of Black/ Latinx students not participating in the program (79%). • New Student Convocation: Implemented in fall 2022 as the capstone of the New Student Orientation programming and onboarding. Stakeholders across campus connect with new students and demonstrate the support that students receive at Harper. This event helps new students build momentum at the start of the semester as well as develop their academic identity, sense of belonging, and visualize their success toward completing a college credential. The 180 attendees viewed presentations from college leadership, students, and alumni around building connection and participated in networking sessions by Area of Interest. Of those who completed the post-event survey, 60% reported participation helped build their sense of belonging and confidence to begin their journey at Harper.

Strategic Plan

Goal: STUDENT SUCCESS Identify and remove barriers to student success.	
Target/Measures	Status
<p>Target: Close equity gaps. (Continued)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Identify existing equity gaps by February 2021. (Completed FY2021) • Develop strategies to address student equity gaps by June 2021. (Completed FY2021) • Implement strategies to address student equity gaps by June 2023. (Completed FY2023) • Decrease equity gaps by 20% by June 2024. 	<ul style="list-style-type: none"> • Embedded Peer in-Course Coach (EPiCC): Implementation of this program, designed to provide additional student support to students in developmental English to help increase completion rates, will occur in fall 2023. Tasks that have been completed so far include, interviewing and hiring a student peer leader to work on recruitment materials and programming, and attending an Academic Coaching and Tutoring Professionals conference to learn about embedded peer coach models. • Harper Arc Program: Implementation of this program, designed to create a strong foundation and help students expand their aptitudes and confidence in their program, will occur in fall 2023. The Strengths-Based model approach will help each student build self-efficacy by leveraging their current and developing strengths in a case management approach.

Strategic Plan

Goal: STUDENT SUCCESS	
Identify and remove barriers to student success.	
Target/Measures	Status
<p>Target: Increase completion rates for all students.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Increase overall graduation rate by 10%, from 33.7% (2019) to 37.1% by June 2024. • Increase annual credentials conferred by 5%, from 4,317 (2020) to 4,532 by June 2024. 	<p>In Progress – On Schedule. During FY2023, the goal team proposed and/or continued to implement several initiatives to address completion rates. Graduation rate has increased by 30%, from 33.7% in 2019 to 43.7% in 2022.</p> <p>During FY2023, the goal team proposed and/or continued to implement several initiatives to address completion rates.</p> <ul style="list-style-type: none"> • Philosophy Learning Labs: Implemented in summer of 2022, this initiative was developed to expand active learning labs in the philosophy department. In a survey conducted in fall 2022, 78% of students responding reported a “very enjoyable” learning experience and 76% reported being “very comfortable” in the classroom (compared to 52% non-lab students surveyed). • Labor Market Data Tool: Implemented in summer 2022, Modern Campus-Pathways is a user-friendly web resource that provides valuable information about careers, employment trends, projected growth for defined areas of interest by location, income forecasts, current salary information, and relevant job postings. Modern Campus has been used by staff across multiple offices while working with students to help them learn about different career choice options, job outlook, and salary. • The Credit for Prior Learning (CPL) webpage was enhanced for students including creating new CPL options that focus on professional licenses and/or industry credentials and improving the experience for students' interface with CPL information. A new webpage was created where students can search by course to see available options for credit. Students can access information on credit transfers, international credit, the Advanced Placement Program, College Credit for Military Service, and courses eligible for credit.

Strategic Plan

Goal: STUDENT SUCCESS	
Identify and remove barriers to student success.	
Target/Measures	Status
<p>Target: Provide professional development around equitable practices (faculty/student support staff)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Identify and/or develop training for faculty and support staff to address equitable practices (addressing student bandwidth demands and basic needs) by December 2021. (Completed FY2023) • Ensure 75% of faculty/student support staff participate in bandwidth/basic needs professional development by June 2024. 	<p>In Progress – On Schedule. During FY2023, the goal team worked to identify a professional development opportunity for employees on basic needs support for students. The Hawks Care Resource Center will conduct an educational campaign on the services it provides. The team identified various departments, divisions, and student groups to present information on basic needs and created educational materials for the presentations to occur during FY2024.</p>
<p>Target: Increase/enhance support services for basic needs/bandwidth demands.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Implement new services as well as enhancements to existing services by June 2023. (Completed FY2023) • Improve student use and satisfaction with support services by 4% by June 2024. • Improve support for students by 4%, as measured by related CCSSE and CCSSE Students in Need survey items, by June 2024. 	<p>In Progress – On Schedule. During FY2023, many efforts were made around increasing and enhancing support services for students.</p> <ul style="list-style-type: none"> • “My Support Network” personalized landing page was created on the student portal. This page gives students access to all Harper faculty and staff that are part of their support system. This includes faculty from the current semester and next semester, their advisor, and staff that are specific to student needs, such as a veteran’s coordinator, director of athletics, or access and disabilities services advocate. This page also lists other resources and services available at Harper. • The scholarship application has been simplified and redundancies in questions on the application have been rectified. • Three organizations were also identified to have an increased presence on campus to support student basic needs, the Kenneth Young Center, All Saints Food Pantry, and Northwest Compass.

Strategic Plan

Goal: STUDENT SUCCESS	
Identify and remove barriers to student success.	
Target/Measures	Status
<p>Target: Increase/enhance support services for basic needs/bandwidth demands. (Continued)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Implement new services as well as enhancements to existing services by June 2023. (Completed FY2023) • Improve student use and satisfaction with support services by 4% by June 2024. • Improve support for students by 4%, as measured by related CCSSE and CCSSE Students in Need survey items, by June 2024. 	<ul style="list-style-type: none"> • The Hawks Care Resource Center improved the services offered by moving to a location that provides refrigeration, so students have access to perishable and non-perishable food items. This change also provides students with healthier food options. • Welltrack Boost provides free, self-guided, online, and interactive way for students to manage their mental well-being and help students understand feelings of stress, anxiety, or depression. Harper College also partners with Welltrack Connect to help students find off-campus mental health care providers. • Bike share and ride share (Lyft) programs assist students with transportation challenges. Since its inception in September 2022, the Lyft Pass program at the college has provided approximately 3,600 rides with average fare savings of 65%. • Thrive @ Harper Well-Being Bash was held to spread awareness about mental health resources and other wellness resources at Harper and beyond; and for individuals to be able to interface with those services in a low-key way. • Rebuilding and Expanding Learning and Career Center (LCC) Childcare Capacity, implemented in FY2023, allows adult learners to attend classes by providing affordable childcare options. In spring 2023, 42 children were served in the evenings. LCC is currently offering both day and evening Kids Care onsite through June 2023 for adult education student parents with 13 children enrolled.

Strategic Plan

Goal: TEACHING AND LEARNING	
Implement innovative and inclusive teaching and learning.	
Target/Measures	Status
<p>Target: Ensure students leave Harper with essential skills (“soft skills”, general education outcomes).</p> <p>Measures:</p> <ul style="list-style-type: none"> • Define essential skills by May 2021. (Completed FY2021) • Assess essential skills, in credential seeking students near completion, by June 2024. • Improve student report of college experience related to essential skills by 4%, as measured by related CCSSE items by June 2024. 	<p>In Progress – On Schedule. During FY2023, several activities occurred around essential skills.</p> <ul style="list-style-type: none"> • To increase awareness of the essential skills, a professional development opportunity was provided to Start Smart and First Year Seminar (FYS) faculty during spring 2023. In this session, faculty learned how to help students make connections between FYS/Start Smart coursework and essential skills in preparation for the fall 2023 semester. Of the 52 faculty teaching either a Start Smart or FYS course, 22 attended the training session. In addition, a video was created to educate students on essential skills and their integration into the curriculum at Harper College. • Student Engagement conducted the Lead Harper (essential skills) student leadership series. Students participated in two-hour workshops connected to the eight essential skills. Workshops included engaging activities and notable speakers on essential skills such as leadership or teamwork. All eight essential skills were covered throughout the series. Students received a certificate for completing an individual session and a “Distinction of Career” for completing the entire series. • The Harper College Educational Foundation hosted a Corporate Mentorship Program. This short-term program pairs donor-funded scholarship recipients with mentors from the business sectors to which they aspire. Students completed a brief self-evaluation in which they assessed themselves according to the eight essential skills. Mentors received resources and teaching activities centered on each of the essential skills as starting points for their discussions with students. Following the minimum of three 30-minute virtual meetings, students took a post-test in which they again assessed their essential skills. Students assessed themselves as more proficient (improvement ranged from 1.28% to 10.94% vs. pre-test scores) in all eight categories at the end of the program.

Strategic Plan

Goal: TEACHING AND LEARNING	
Implement innovative and inclusive teaching and learning.	
Target/Measures	Status
<p>Target: Ensure students leave Harper with essential skills (“soft skills”, general education outcomes). (Continued)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Define essential skills by May 2021. (Completed FY2021) • Assess essential skills, in credential seeking students near completion, by June 2024. • Improve student report of college experience related to essential skills by 4%, as measured by related CCSSE items by June 2024. 	<ul style="list-style-type: none"> • Career Connection Days with Harper alumni were offered in spring 2023 and featured career focused presentations, professional development, and networking opportunities connecting Harper students to Harper alumni. This programming focused on essential skills including effective written and oral communication as well as interview skills. • As part of the You Matter; We Care SOAR framework (Search, Onboard, Advance, Realize), employee onboarding program, employees are provided information on the eight essential skills and examples of how these can and are being integrated into students’ learning experiences at Harper College. The first session including essential skills occurred in spring 2023 with approximately 30 faculty and staff participating. • The office of Outcomes Assessment and Institutional Effectiveness and the Learning Assessment committee conducted a student assessment of critical thinking in spring 2023. • The Job Placement Resource Center focuses on essential skills when creating resumes and working on individuals' interview and job search skills.
<p>Target: Develop new credit programs that are responsive to student, workforce, and community needs. (Target achieved FY2023)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Assess program opportunities through the examination of workforce needs by June 2021. (Completed FY2021) • Develop at least three high-demand programs that respond to identified needs by June 2024. (Completed FY2023) 	<p>Target Complete. In FY2023, the goal team continued work on developing programs that are responsive to student, workforce, and community needs. To date, eight programs are planned, launching or already launched: Respiratory Therapy A.A.S., Aviation Management A.A.S., Aviation Maintenance A.A.S., Cybersecurity Certificate, Culinary/Hospitality (major revisions) A.A.S., Bilingual Educator Endorsement Certificate. Last year’s accomplishments included Cannabis Science and Therapeutics Certificate and Audio Video Arts Technology Certificate.</p>

Strategic Plan

Goal: TEACHING AND LEARNING	
Implement innovative and inclusive teaching and learning.	
Target/Measures	Status
<p>Target: Enhance alternative delivery methods/flexible scheduling.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Improve online course success rates by 4%, from 64.3% in fall 2019 to 66.9% in fall 2023, by June 2024. • Ensure 150 faculty earn the Ally Advocate badge by remediating course content to increase the digital accessibility of at least one Blackboard shell by June 2024. • Develop flexible schedules to meet the identified needs of students, the community, and the workforce by December 2022, to be implemented fall 2023. (Completed FY2023) 	<p>In Progress – On Schedule. In FY2023, the goal team continued its work to enhance alternative delivery methods and off flexible scheduling.</p> <ul style="list-style-type: none"> • By fall 2022, 608 full and part-time faculty had completed the Teaching Online Successfully (TOS) course through the Academy of Teaching Excellence or a similar course at another institution. Student success rates in fall 2022 courses where faculty completed TOS was 71.3% compared to 69.6% for all online anytime and online live courses. • Since fall 2022, 88 new online/blended courses have been developed with several programs intentionally developed to be fully online: Associate in Arts (transfer degree); Associate in Applied Science – Health Information Technology; and English as a Second Language (ESL) Endorsement Certificate. • At the end of FY2023, there are 62 Ally Advocates. This badge is a pre-requisite for faculty to have access to the digital content remediation services. • During spring 2023, to identify best practices, a team of faculty and administrators convened to examine 8-week programs around the country and work through Achieving the Dream’s Shortened Terms Workbook. Programs have been identified and will be offered beginning in fall 2023. Internal communications and training for admissions specialists and advisors has been completed along with reports to aid in recruitment and monitoring of students who meet the prerequisites for these programs. • Piloting for Hyflex modalities continued in FY2023. A workgroup has been convened and began conversations in FY2023 to develop a definition for Hyflex.

Strategic Plan

Goal: TEACHING AND LEARNING	
Implement innovative and inclusive teaching and learning.	
Target/Measures	Status
<p>Target: Implement interculturally competent classroom pedagogies.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Develop/identify faculty professional development on interculturally competent classroom pedagogies by December 2021. (Completed FY2022) • Engage at least 75% of faculty in at least one professional development opportunity on interculturally competent pedagogies by June 2024. • Assess student experience around interculturally competent classroom pedagogies by June 2024. 	<p>In Progress – On Schedule. During FY2023, the team continued its’ work related to interculturally competent classroom pedagogies. Professional development opportunities that meet the qualifying definition were identified and include “Creating Equitable Learning Experiences: An Introduction to the Enacting Equity Course Review Tool” and “The Applying Equity Matrix (AEMy): A Tool for Identifying and Sharing Supportive Strategies.” A total of 49% of full-time faculty have completed interculturally competent professional development at Harper College as of fall 2022.</p>
<p>Target: Improve paths to transfer and career (post-Harper outcomes).</p> <p>Measures:</p> <ul style="list-style-type: none"> • Improve student experience related to career/future education preparation by 4%, as measured by related CCSSE items by 2024. • Improve the percentage of students who are enrolled in further education (transfer completers) or working in a related field (career completers) after Harper by 4%, as measured by the Follow-Up Survey by June 2024. • Increase the number of value-added articulation agreements with four-year colleges and universities by 2%, from 251 to 256, by June 2024. • Increase the number of University Center programs connected to Harper associate degree programs by 10%, from 10 to 11, by June 2024. (Completed FY2023) 	<p>In Progress – On Schedule. During FY2023, the team continued to work towards improving paths to transfer and career for students.</p> <ul style="list-style-type: none"> • Career Connection Days with Harper alumni offered in spring 2023, provided real life examples of alumni who have taken a variety of paths at Harper and beyond. Prior to the event there was a guided discussion on professional business etiquette and critical networking skills. • The Job Placement Resource Center (JPRC) continued to maintain “Hire a Hawk” as a way for students to learn about career opportunities. JPRC directs students to Onetonline.org and Modern Campus Labor Market Tool for information about careers and the skills and responsibilities of different jobs in their areas of interest. JPRC also assists students in finding internships. • Apprenticeship programs at Harper provide work-based learning experiences while students complete their schooling. • A cross functional team completed the National Transfer Student Policy Audit, a nationally normed document process. The team also examined Harper policies and practices around transfer and identified both strengths and areas for improvement. • Harper worked with Southern Illinois University (SIU) to offer the following new programs through the University Center: Accounting and Public Safety Management.

Strategic Plan

Goal: TEACHING AND LEARNING	
Implement innovative and inclusive teaching and learning.	
Target/Measures	Status
<p>Target: Improve paths to transfer and career (post-Harper outcomes). (Continued)</p> <p>Measures:</p> <ul style="list-style-type: none"> • Improve student experience related to career/future education preparation by 4%, as measured by related CCSSE items by 2024. • Improve the percentage of students who are enrolled in further education (transfer completers) or working in a related field (career completers) after Harper by 4%, as measured by the Follow-Up Survey by June 2024. • Increase the number of value-added articulation agreements with four-year colleges and universities by 2%, from 251 to 256, by June 2024. • Increase the number of University Center programs connected to Harper associate degree programs by 10%, from 10 to 11, by June 2024. (Completed FY2023) 	<ul style="list-style-type: none"> • Harper currently has 249 value-added articulation agreements with 119 schools. A few agreements were lost when National Louis acquired Kendall and Loyola’s School of Professional Studies discontinued a few. The team continues to work towards the goal of 256. • The articulation agreement with Augustana College was completed. • Increased the number of University Center programs to 13, surpassing the target of 11 programs. <ul style="list-style-type: none"> ○ DePaul University: Communications and Media; Business Administration ○ Northern Illinois University: Computer Science; Marketing; Psychology ○ Roosevelt University: Criminal Justice; Elementary Education; Graphic Design; Health Science Administration; Human Resource Management; Master of Business Administration ○ Southern Illinois University: Accounting; Public Safety Management

Operational Plan

Overview

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 Operation Plan 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 support activities are budgeted. Tasks are identified for each goal, and performance is tied to the evaluation of the responsible parties.

Operational Plan

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

Operational Goal		Responsibility
1. Enhance the You Matter, We Care SOAR framework student experience from Search through Realize		Michael Bates Laura Brown Rob Galick Travaris Harris MaryAnn Janosik Bob Parzy Kimberley Polly Darlene Schlenbecker Michelé Smith Riaz Yusuff
Tasks	Status	Comment
Highlight You Matter, We Care SOAR framework as the framework of the student experience with the campus community by December 2022.	Completed - Target Met	Highlighted You Matter, We Care SOAR framework as the framework of the student experience by creating a foundational video that describes the SOAR student experience framework through the student perspective by December 2022.
Implement strategic enrollment management plan supported with marketing by December 2022.	In Progress - Behind Schedule	Submitted strategic enrollment plan to the Provost and President in spring 2023. Initial implementation began during FY2023 and will continue in FY2024.
Refine enrollment funnel to improve the You Matter, We Care SOAR framework student experience by December 2022.	Completed - Target Met	Refined enrollment funnel to improve the You Matter, We Care SOAR framework student experience by December 2022. Purchased Salesforce customer relationship management system to improve student communication and connection. Efforts continue to create a more seamless transition for students.
Revise application to target student needs by December 2022.	Completed - Target Met	Revised application to target student needs by December 2022. Added gender and linked the application form from the course search allowing for seamless completion. In FY2024, will add pronouns and will create a welcome video for new applicants.
Update Areas of Interest (AoI) webpages including Modern Campus Pathways by June 2023.	Completed - Target Met	Updated AoI webpages to include labor market and salary information from Modern Campus Pathways by June 2023. Raised awareness of added information through internal and student communications.

Operational Plan

Operational Goal (continued)		
1. Enhance the You Matter, We Care SOAR framework student experience from Search through Realize.		
Tasks	Status	Comment
Align student onboarding with Areas of Interest by June 2023.	Completed - Target Met	Aligned student onboarding with AoI at the point of application, through information provided at orientation, in individualized advising, and during Opening Convocation by June 2023.
Create a maximum two-semester path through gateway math for all first-time in college (FTIC) degree-seeking students by June 2023.	Completed - Target Met	Created a maximum two-semester path through gateway math for all FTIC degree-seeking students with the curriculum approved in April 2023.
Establish co-located services for Hawks Care, joining emergency funding, food pantry, and social services by June 2023.	Completed - Target Met	Established co-located services for Hawks Care, joining emergency funding, food pantry, and social services in Building D-204 by June 2023.
Incorporate the use of predictive analytics to measure student likelihood of persistence by June 2023.	Completed - Target Met	Incorporated the use of predictive analytics by June 2023. Integrated predictive analytics into the case management tool that assigns a student's persistence prediction score, utilized analytics to inform which students to include in early alert, and applied analytics to create a differential care communication plan based on persistence risk-level.
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. 	Completed - Target Met	Enhanced student sense of belonging, including: <ul style="list-style-type: none"> Embedded academic advisors in FYS courses by incorporating 23 workshops on growth mindset, Hope Theory, and Strengths through the exploration of program of study and AoI in FYS101 in fall 2022 and spring 2023. Utilized 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.	Completed - Target Met	Increased the number of students and alumni who reported finding employment by 54% from 100 to 154 utilizing Modern Campus Pathways by June 2023.
Assess Student Information System ERP for possible replacement by June 2023.	Completed - Target Met	Assessed the Student Information System and determined there is no mature cloud-based product available by June 2023.

Operational Plan

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

Operational Goal		Responsibility
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
Tasks	Status	Comment
Implement Manager’s Academy by December 2022.	Completed - Target Met	Implemented Manager’s Academy, including “Supervising the Harper Way,” a 12-week program and “Leading the Harper Way” a nine-month cohort program by December 2022.
Implement the Oracle Recruiting Module, which will enhance/automate candidate attraction, engagement, hiring, onboarding, analytics and reporting, and extensibility by June 2023.	In Progress - Behind Schedule	The implementation of the Oracle Recruiting Module began in FY2023 and will continue into FY2024.
Establish a comprehensive Risk Management Department by December 2022.	Completed - Target Met	Established a comprehensive Risk Management Department by hiring a Director of Risk Management in October 2022, hiring a Manager of Environmental Health and Safety in May 2023, and formed an Emergency Preparedness Committee.
Complete an institutional risk assessment by June 2023.	Completed - Target Met	Completed an institutional risk assessment that reviewed natural, technological, terrorist, criminal, and hazardous materials threats. Used results to prioritize mitigation efforts, training, planning, and preparedness by June 2023.

Operational Plan

Operational Goal (continued)		
2. Enhance campus climate, culture, and organizational excellence.		
Tasks	Status	Comment
Modify the current employee exit interview tool and process for the collection of qualitative and quantitative data by June 2023.	Completed - Target Met	Modified the current employee exit interview tool by reducing the number of questions. During FY2024, the tool will transition to Oracle.
Expand employee recognition and awards processes by June 2023.	Completed - Target Met	Expanded employee recognition and awards process to include two new awards (Excellence in Leadership and Excellence in Diversity, Equity and Inclusion) as well as a department/team recognition to the Employee Recognition Celebration in May 2023.
Develop Information Technology strategic plan that aims at digital transformation with key strategic objectives and a five-year technology roadmap by June 2023.	In Progress - Behind Schedule	A draft Technology Strategic Plan was developed and will be reviewed by the Board of Trustees in July 2023. It is anticipated that the final plan will be completed in August 2023.
Implement a process for evaluating and sunseting initiatives by June 2023.	In Progress - Behind Schedule	Developed a rubric for evaluating student-based initiatives. Implementation will occur in FY2024.
Update Administrative Services Procedures Manual by June 2023. (multi-year project)	Completed - Target Met	Updated Administrative Services Procedures Manual with work continuing in FY2024 (multi-year project).
Conduct position definition and pay equity study by June 2023.	In Progress - Behind Schedule	The position definition and pay equity study will be completed in FY2024. The vendor contract was approved by the Board of Trustees in 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. 	Completed - Target Met	Continued implementation of the Master Plan, including: <ul style="list-style-type: none"> ○ Developed strategy and timing of remaining 2018 referendum dollars by June 2023. ○ Completed Canning Center schematic design and design development stages of building design and presented to the Board of Trustees in May 2023. ○ Completed Building I/J schematic design and presented to the Board of Trustees in June 2023.

Operational Plan

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

Operational Goal		Responsibility
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 Michel� Smith
Tasks	Status	Comment
Create a diverse employee recruitment plan by December 2022.	Completed - Target Met	Created a diverse employee recruitment plan by December 2022.
Redesign the current Diverse Faculty Fellows program by December 2022.	Completed - Target Met	Redesigned the Diverse Faculty Fellows program, renaming it as Leveraging Equity in Academia through Diversity (LEAD) by December 2022. Updated marketing materials, modified selection processes, increased the number of positions, and recruited four LEAD fellows.
Implement equity agenda communication plan for employees focusing on the three pillars of equity and celebrating achievement of milestones and successes by December 2022.	Completed - Target Met	Implemented a formal equity agenda communication plan for employees focusing on the three pillars of equity and celebrating achievements of milestones and success by June 2023.
Conduct the Personal Assessment of Campus Environment (PACE) by December 2022.	Completed - Target Met	Conducted the PACE survey with a response rate of 46.6% (635/1364) by December 2022.
Report the results of the PACE by June 2023.	Completed - Target Met	Reported high-level results to leadership and the Board of Trustees with results made available to the campus community by June 2023.
Implement annual signature DEI programs for students by June 2023.	Completed - Target Met	Implemented annual signature DEI programs for students: Sabor Latino, Dia De Los Muertos Altares, Reverend Dr. Martin Luther King Celebration, and Women’s History Month Luncheon by June 2023.
Conduct the Cultural Values Assessment (CVA) by June 2023.	Completed - Target Met	Conducted the CVA in February 2023 with a response rate of 43.0% (544/1288) by June 2023.

Operational Plan

Operational Goal (continued)		
3. Create a sustainable, institutional commitment to Diversity, Equity, and Inclusion (DEI).		
Tasks	Status	Comment
Integrate DEI training into the existing leadership infrastructure (e.g., Executive Cabinet (EC), Presidents Learning Council (PLC), Operations Council, etc.) by June 2023.	Completed - Target Met	Integrated DEI training into existing leadership infrastructure by June 2023. In spring 2023, PLC focused on the College's racial equity agenda and Operations Council participated in the "Foundation of Race and Racism."
For contracts bid in FY2023, increase the percentage dollars awarded to Business Enterprise Program (BEP) vendors from 8.6% to 15.0% by June 2023.	Completed - Target Met	Increased the percentage dollars awarded to BEP vendors in FY2023 from 8.6% to 19.0% by June 2023.

Operational Plan

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

Operational Goal		Responsibility
4. Increase engagement with partners.		Laura Brown Scott Cashman Tom Cassell Maria Coons Kathy Coy Amie Granger MaryAnn Janosik Jeff Julian Darlene Schlenbecker Michelé Smith
Tasks	Status	Comment
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.	Completed - Target Met	Educated businesses and civic partners on Workforce and CPE programs by participating in 37 business expos, chamber events, and networking opportunities with approximately 3,400 businesses, municipalities, and non-profits attending by June 2023.
Increase presence of at least three target community organizations on campus by June 2023.	Completed - Target Met	Increased the presence of three organizations – Kenneth Young Center, All Saints Food Pantry, Northwest Compass – by June 2023.
Increase employers seeking apprentices, customized training, or other employer engagement opportunities by 30%, from 23 to 30, by June 2023.	Completed - Target Met	Increase employers seeking apprentices, customized training, or other employer engagement opportunities by 78%, from 23 to 41, by June 2023.
Increase the number of virtual mentor partners from three to nine by June 2023.	Completed - Target Met	Increased the number of virtual mentor partners from three to ten corporate partners with 53 mentors and 51 students 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. 	Completed - Target Met	Grew presence at EWC: <ul style="list-style-type: none"> ○ Created a narrative that included a story timeline with three published stories and increased marketing and awareness at EWC and the surrounding area by December 2022. ○ Expanded the course offerings at EWC by offering three new courses that served 38 students by June 2023.

Operational Plan

Operational Goal (continued)		
4. Increase engagement with partners.		
Tasks	Status	Comment
Conduct the Community Scan to assess the degree to which the college is meeting resident and business needs by June 2023.	Completed - Target Met	Conducted the Community Scan by surveying 500 district residents and 277 local businesses by June 2023. Results were shared with the Board of Trustees in May 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.	Completed - Target Met	Implemented the updated legislative engagement plan by June 2023: <ul style="list-style-type: none"> ○ Attended the National Legislative Summit and met with five elected officials and three federal agencies. ○ Hosted three campus tours with elected officials. ○ Attended Illinois Community College Trustees Association Lobby Days and advocated for higher education priorities. ○ Conducted an aviation roundtable including a check presentation with Congressman Krishnamoorthi.
Assist campus community with compliance related to new legislation, primarily at the state level by June 2023.	Completed - Target Met	Assisted campus community with compliance related to new legislation by having leadership provide an update on status to ensure the College is complying 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 (ECE)/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. 	Completed - Target Met	Advocated for key college legislative priorities by June 2023: <ul style="list-style-type: none"> ○ Met with state elected officials on campus and in Springfield to discuss equity in community college funding, MAP funding, ECE/community college baccalaureate degrees, and local control for community colleges resulting in a 7% increase in state funding, \$100 million for MAP, and \$636,000 for the Education and Work Center. ○ Met with our federal elected officials to discuss expansion of Pell and short-term Pell, community college job training programs, DACA, and CTE ○ Advocated for and received \$500,000 for aviation programming from Congressman Krishnamoorthi, secured support, pending Congressional budget approval, for \$500,000 for nanotechnology and semiconductor programming from Senator Duckworth, and \$1,000,000 for technology and equipment for the Emergency Services Training Center from Senator Durbin.

Operational Plan

Strategic Goal: Identify and remove barriers to student success.

Operational Goal		Responsibility
5. Implement strategies that decrease equity gaps and increase persistence/completion rates.		Laura Brown Rob Galick Travaris Harris MaryAnn Janosik Tamara Johnson Bob Parzy Michelé Smith Riaz Yusuff
Tasks	Status	Comment
Identify a peer support software solution by December 2022.	Completed - Target Met	Identified a peer support software solution by connecting the functionality of the CircleIn peer software into the newly expanded Harper College mobile application project by June 2023.
Implement a new student convocation experience by December 2022.	Completed - Target Met	Implemented a new student convocation experience for 180 attendees in August 2023. New students and guests heard from leadership, students, and alumni regarding building connections and participated in AoI organized networking sessions.
Incorporate Launch Program advisors into FYS courses by December 2022.	Completed - Target Met	Incorporated Launch Program advisors into FYS courses with Center for New Students and Orientation advisors offering 23 presentations and workshops by December 2022.
Launch Chatbot by December 2022.	Completed - Target Met	Launched the Chatbot in April 2023 with 47% of chats with students handled directly by the product.
Revise the Finish Line grant application process by December 2022.	Completed - Target Met	Revised the Finish Line grant application to include payment plan and account balance support/information by December 2022.

Operational Plan

Operational Goal (continued)		
5. Implement strategies that decrease equity gaps and increase persistence/completion rates.		
Tasks	Status	Comment
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 dev courses to a learning community that links course content 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. 	Completed - Target Not Met	Enhance student success in developmental coursework, including: <ul style="list-style-type: none"> ○ Increased the percentage of new, degree-seeking, developmentally placed students who take FYS by 15%, from 33% to 38%, at fall 2022 semester census by December 2022. ○ Transitioned lowest level developmental courses to a learning community that links content of the course with an FYS course by December 2022. ○ Provided 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 by June 2023.	In Progress - Behind Schedule	Redevelopment of the Harper App is in progress to include student engagement options by providing communities of support. The project is on target to launch phase one in August 2023.
Increase the number of Apprenticeship students by 16%, from 86 to 100 by June 2023.	Completed - Target Met	Increased the number of Apprenticeship students by 38%, from 86 to 119 students by June 2023.
Place 25 interns by June 2023.	Completed - Target Not Met	Placed 22 interns by June 2023.
Develop 8-week advantage program (Teaching and Learning Strategic Goal Team) by June 2023.	Completed - Target Met	Developed 8-week programs for fall 2023: Business Admin A.A., ESL Educator Endorsement, Bilingual Educator Endorsement, Physical Education Educator Endorsement, Health Educator Endorsement, Community Health Worker, and Welding A.A.S.
Implement Development Education Reform Act (DERA) work in English and mathematics by June 2023.	Completed - Target Met	Implemented DERA standards for English and mathematics by participating in the DERA Accelerator where best practices were shared by June 2023.
Implement “Campus Conversations” to engage the campus community in discussions around strategic priorities by June 2023.	Completed - Target Met	Implemented “Campus Conversations” by June 2023, including: <ul style="list-style-type: none"> ● Building Community ● What does it mean to have an equity mindset? ● Why is racial equity particularly important?

Operational Plan

Strategic Goal: Implement innovative and inclusive teaching and learning.

Operational Goal		Responsibility
6. Implement programs, initiative, 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
Tasks	Status	Comment
Resolve accessibility issues for more than 4,200 PDF files currently hosted on harpercollege.edu by December 2022.	Completed - Target Met	Resolved accessibility issues for more than 4,200 PDF files hosted on harpercollege.edu by December 2022.
Institute accessibility standards for future electronic documents by December 2022.	Completed - Target Met	Instituted accessibility standards and best practice guidelines 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. 	Completed - Target Met	Established an Innovation Accelerator that streamlined new programming at the College for Cybersecurity and Artificial Intelligence: <ul style="list-style-type: none"> ○ Pursued 31 grants that bring innovative programming to the College by June 2023. ○ Operationalized the U.S. Department of Labor Employment and Training Administration Strengthening Community Colleges Training Grant that is a four-year grant of \$1.6 million by June 2023.
Pilot the Enacting Equity Guidelines course review instrument and coaching process for 12 faculty by June 2023.	Completed - Target Met	Piloted the Enacting Equity Guidelines course review instrument and coaching process with 21 faculty completing the course review 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.	Completed - Target Met	Conducted a Flexible Learning pilot for 84 participating course sections and vetted a potential Hyflex definition with Faculty Senate and President's Learning Council by June 2023.