

Strategic Direction and Goal Statements FY2015-2019 Strategic Plan

Strategic Directions

Inclusion

Foster an environment that values and respects each member of Harper's diverse community and actively encourages cross-cultural engagement.

Supporting Statement:

Harper is committed to a culturally responsive environment that makes all members of our community feel confident that the full extent of their humanity and contributions are recognized and honored. An environment that welcomes, values and respects all members of the college's diverse community—across the spectrums of ability, academic preparedness, age, ethnicity, faith, gender expression, identities, race, and more—fosters a culture where all feel safe to participate, in open and respectful discourse, without fear of discrimination or marginalization.

Engagement

Foster and support a culture of engagement throughout the College.

Supporting Statement:

Engagement refers to students' active participation in and out of the classroom and collective ownership of the learning process by students, faculty, staff, community partners, and residents. A "culture of engagement" expects and empowers everyone to take responsibility for building and maintaining positive connections throughout the Harper community. Harper College aims to achieve equity in engagement across all student groups according to their needs.

Achievement

Enhance and support the academic environment in ways that lead to increased student achievement and facilitate greater equity of student success across demographic groups.

Supporting Statement:

Achievement comes in many forms (academic and personal) and directly refers to supporting an academic environment that leads to greater equity. The ultimate objective of the direction is to provide the type of academic environment that leads to student success and improves academic achievement across diverse communities of students. Diverse communities are defined in the Inclusion Strategic Direction and include spectrums of ability, academic preparedness, age, ethnicity, faith, gender expression, identities, race, and more.

Strategic Goals

Student Experience (*Goal Leaders: Bobby Summers and Paula Hanley*)

Provide experiences that support the ongoing needs of our diverse student community through purposeful interactions and college-wide responsiveness to meet student goals.

Supporting Statement: This goal encompasses the entire experience, from first contact to completion of goals, for all Harper College students. Regardless of their reasons for attending, all students will receive equitable and responsive support, both in and out of the classroom. All Harper College employees will provide experiences college-wide that engage all students as active partners in their success.

Preliminary Areas of Impact: Annual Completions, Developmental Education Success, Diversity, Student Persistence

Curriculum and Instruction (*Goal Leaders: Jennifer Smith and Jennifer Berne*)

Evaluate curriculum and assess outcomes to provide optimal and diverse educational opportunities for Harper students.

Supporting Statement: Faculty-directed curriculum development and evaluation provide Harper College with enriching courses and programs of study. Continual evaluation at course and program levels maintains curriculum currency and relevance. Curriculum will continue to be evaluated with deliberation, care, and collaboration to ensure that it meets intended outcomes and evolving student, community, transfer, workforce, and global needs. Various forms of discipline-specific assessment at Harper College encourage reflection, responsiveness, and adjustment, toward helping all students master the knowledge and skills needed to achieve their educational goals.

Preliminary Areas of Impact: Course Level Completion Rates, Developmental Education Success, Start Smart Completion, Student Persistence, Success in Gateway Courses

Stewardship (*Goal Leaders: Dave Braunschweig and Mark Mrozinski*)

Dedicate resources, both human and financial, to optimize student success, while remaining responsive to external trends and issues that have documented effects on the College.

Supporting Statement: Harper's core mission is to responsibly serve students and the Harper community. Stewardship focuses on the dedication and allocation of resources that ensure Harper optimizes strategies that lead to student success while responding to external factors including but not limited to economic, regulatory, social, competitive and technological, that have documented impact on the College. Resources are both human and financial and are dedicated by the College and external entities partnered or affiliated with the College.

Preliminary Areas of Impact: Cost per FTE (will also have impact on other measures through work with other goal teams)

Alignment of Employee Skills with Strategic Directions (*Goal Leaders: Pearl Ratunil and Roger Spayer*)

Expand and support professional development opportunities to enhance employee knowledge and skills with respect to the strategic directions and goals.

Supporting Statement: The enrichment of skills extends to all employees and includes the ability to pursue appropriate forms of relevant professional development. This goal places emphasis on inclusion for all employees, while promoting the acquisition of the knowledge and skills needed to support the College's strategic plan. There should be consideration for allocating sufficient financial resources in order to afford a variety of learning opportunities to engage in relevant professional development, and it should be recognized that Harper College is indeed fortunate to include unique employees with unique needs.

Preliminary Areas of Impact: Diversity, Start Smart Completion, Student Persistence

Achieving Educational Goals: Academic Planning and Pathways (*Goal Leaders: John Garcia and Kathy Bruce*)

Establish practices that empower and support students in exploring and identifying academic options for effective planning and progress toward achieving their educational goals.

Supporting Statement: At Harper College, this refers to developing and providing our students with forms of communication, information and guidance to support them in effectively identifying and completing their educational goals. The intent of this goal is not to limit the educational options of our students, but to provide resources that contribute to students' progress toward their goals.

Preliminary Areas of Impact: Advancement Rate, Educational Plan Development, On track for FT Three Year Completion, Student Persistence