2016-2019 HCC STRATEGIC PLAN GOALS AND INITIATIVES

Entire Plan Begun In AY 16/17, Items Listed In Chronological Order Per Topic

BAND DESCRIPTIONS: BLUE BAND == HLC Criteria | GRAY BAND == Core Components | WHITE BAND == Strategies | YELLOW == Current Action Projects

AY	Goals and Initiatives	REFERENCES (SPE's, CCSSE, SSI, Climate Survey, AQIP Category)	RESPONSIBLE (Person, Group, Department, and/or Working Team)	RESULTS	NOTES
	1. MISSION GOALS				
	1.A. The institution's mission is broadly understood within the institution and guides its operations.				
18/19	1.A.1 Transform Online Platforms (Website, MyHCC, HCC Moodle) to make them "Mobile-Ready" and Complete Online Student Portal implementation in order to keep students engaged, informed, and making progress toward their chosen degree.	Category 2	Director of IT, Admissions, Advising		
	1.B. The mission is articulated publicly.				
17/18	1.B.1 Continuous quality improvement in all campus communication to include regular meetings among divisions, written communication pieces, employee forums.	SPE 2, CS	Vice President for Institutional Advancement		
	1.C. The institution understands the relationship between its mission and the diversity of society.				
17/18	1.C.1 Create a cross departmental Diversity and Inclusion Team to include faculty, staff and students.	Category 2, SPE 3, 5	Counselor		
	1.D. The institution's mission demonstrates commitment to the public good.				
16/17	1.D.1 Work with constituencies in the Wamego Area to develop a Kansas Wine Region	Category 4	President, Executive Director of HCC Foundation, Director of Viticulture and Enology		
16/17	1.D.2 Engage business Partners (in Diesel Tech and Precision AG) more aggressively	Category 4	President, Executive Director of HCC Foundation, Technical Center Director, Director of Western Center		
16/17	1.D.3 Use the School/Business/Parent model survey developed for use in Nemaha, Brown, and Doniphan counties to conduct a needs assessment in Atchison and Jefferson counties in Spring 2017.	Category 2	Vice President for Student Services, Technical Center Director, Perry Center Director		
16/17	1.D.4 Work with local businesses to develop, customize, and find training they need locally to expand and upskill their workforce.	Category 2	Technical Center Director	In Progress	
17/18	1.D.5 Collaborate with K-12 districts in ways beyond offering credit to raise the level of college and career readiness of graduates in high growth, high demand career pathways.	Category 2	Director of Concurrent Education		
	2. INTEGRITY GOALS				
	2.A. The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows fair and ethical policies and processes for its governing board, administration, faculty, and staff.				
16/17	2.A.1 Implement campus-wide training to align with Title IX compliance reviews	SPE 2, 4	Vice President for Student Services and Human Resources Director	On going	Workplace Answers
16/17	2.A.2 Title IX, CARE, and Student Conduct Teams receive appropriate training and support for continued implementation of Federal Compliance associated with Cleary Act, VAWA, Campus Save, Association of Student Conduct, and National Behavior Intervention Team.	SPE 1, 5,6	Vice President for Student Services	Completed & On Going	16/17-ASCA (Crary)
16/17	2.A.3 Provide Professional Development/Training for all employees.	SPE 1, CS	Vice President for Student Services, Vice President for Academics, Human Resources Director	In Progress	
18/19	2.A.4 Develop New Employee Orientation Process to include a formal mentoring system for faculty and staff.	Category 3; SPE 1, 5; and CS	Director Human Resources and Faculty Representative	Not Complete - In Progress	
17/18	2.A.5 Implement a nationally normed employee climate survey.	Director Feedback	Director of Institutional Research	In Progress	
17/18	2.A.6 Create Onboarding Committee to explore faculty and staff orientation needs and structure.	Category 3; SPE 1, 5; and CS	VPAA	In Progress	
	2.B. The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, faculty and staff, cost to students, control, and accreditation				
17/18	2.B.1 Enhance Website Accuracy/Usability for Employees	SPE 2; CS	Vice President for Institutional Advancement		
	2.C. The governing board of the institution is sufficiently autonomous to make decisions in interest of the institution and to ensure its integrity.				
	2.D. The institution is committed to freedom of expression and the pursuit of truth in teaching and learning.				
16/17	2.D.1 Implement Academic Freedom and Integrity Statement	Category 1, SPE 2	Vice President of Academics		
	2.E. The institution's policies and procedures call for reasonable acquisition, discovery and application of knowledge by its faculty, students, and staff.				
16/17	2.E.1 Create and implement IRB process and procedures.		Director of Institutional Research		
17/18	2.E.2 Develop and implement best-practice classroom instruction and tools (e.g. Turnitin) to promote academic integrity practices among HCC students in all delivery formats	Category 1; SPE 5	Vice President for Academics, Institutional Research Director, English/Speech Faculty		
17/18	2.E.3 Use centralized data in Maxient to develop targets to increase campus safety, decrease plagiarism, and enhance campus climate.	Category 2	Vice President for Student Services, Student Conduct Director, Student Life Director		
	3. TEACHING AND LEARNING: QUALITY, RESOUCES, AND SUPPORT GOALS				
	3.A. The institution's degree programs are appropriate to higher education.				
17/18	3.A.1 Present program outcomes for each general education/transfer and certificate/AAS program and implement 2-3 student learning assessment measures for each program.	Category 1	Vice President for Academic Affairs & Instructional Council	In Progress	
18/19	3.A.2 Review the Graphic Design program as well as others that are identified, to fit current needs of the service area.	Category 2	Vice President for Academic Affairs, Graphic Designs Instructor	In Progress	
17/18	3.A.3 Implement a plan for evaluating student outcomes in the online learning environment.	Category 1, SPE 1	Director of eLearning		
	3.B. The institution demonstrates that the exercise of intellectual inquiry and the acquisition, application, and integration of broad learning and skills are integral to its educational programs.				

16/17	3.B.1 Enhance student development by offering activity and classroom programming across these five areas: Culture and Diversity, Academic & Professional; Health and Wellness; Leadership & Service, and Personal Development and Social Engagement.	Category 2	Vice President for Student Services, Student Life Director, Regional Directors
18/19	3.B.2 Create a statement regarding diversity and multiculturalism appropriate for all First Day Handouts.	Category 1, SPE 3	Diversity & Inclusion Team, Curriculum and Instruction Team
18/19	3.B.3 Consider organizing academic department around division chairs to provide oversight, leadership, and accountability.	SPE 6	Vice President for Academic Affairs and Instructional Council
3.C. The institution has the faculty and staff needed for effective, high quality programs and student services.			
17/18	3.C.1 Value, support, and encourage professional development activities to include conference attendance, presentation, and research.	Category 3	Vice Presidents and Human Resources
17/18	3.C.2 Implement an assessment of the effectiveness of office hours.	Category 2,3, SPE 5	Director of Institutional Research
18/19	3.C.3 Enhance student resources provided to online students.	Category 2	Vice President for Student Services & Director of eLearning
18/19	3.C.4 Develop a series of professional development (online, in-service, self-paced) resources aligned with the measures in the evaluation tool for the purpose of creating faculty improvement plans.	Category 3	Vice President for Academics and Professional Development Team
3.D. The institution provides support for student learning and effective teaching.			
17/18	3.D.1 Implement new full time faculty evaluation tool .	Category 1, SPE 1	VPAA and Faculty
17/18	3.D.2 Implement a plan for evaluating instructor effectiveness in the online learning environment.	Category 1, SPE 1	Director of eLearning
17/18	3.D.3 Develop a series of professional development (online, in-service, self-paced) resources aligned with the teaching/learning measures in the e-Walkthrough and HCC-Online evaluation tools.	Category 1	Vice President of Academic Affairs, Director of Concurrent Instruction, Director of eLearning
17/18	3.D.4 Identify and implement research-based, best-practice group activities within selected courses and determine measures for assessing student learning outcomes for these activities	Category 1, SPE 6	Vice President for Academic Affairs, Faculty Team
3.E. The institution fulfills the claims it makes for an enriched educational environment.			
17/18	3.E.1 Enhance career services opportunities for students across HCC. (Already established a Career Placement and Student Employment page.)	Category 2	Director of Advising, Director of Financial Aid
17/18	3.E.2 Require each of the academic scholarship areas to offer regular student engagement opportunities within their areas by Fall 2017.	Category 2	Vice President for Student Services and Academic Scholarship Sponsors
4. TEACHING AND LEARNING: EVALUATION AND IMPROVEMENT GOALS			
4.A. The institution demonstrates responsibility for the quality of its educational programs.			
16/17	4.A.1 Develop a Gen ED/CTE Collaboration Council to improve integration between general ed and career tech ed programs.	Category 1,CS	Vice President for Academic Affairs, Director of Institutional Research
16/17	4.A.2 Implement Master Course Outlines for all general education courses.	Category 1 & 2, SPE 1	Academic Standards Committee
17/18	4.A.3 Identify, develop and implement a web-based tool for assessing student perception of teaching effectiveness.	Category 1	Vice President for Academic Affairs, Director of IT, Assessment Team
17/18	4.A.4 Continue to improve the academic program review process inserting benchmark reports to provide evidence that recommendations are implemented.	Category 1, SPE 4	Instructional Council
18/19	4.A.5 Implement a non-academic program review process.	Category 2	Vice President for Student Services & SS Directors
4.B. The institution demonstrates a commitment to educational achievement and improvement through ongoing assessment of student learning.			
17/18	4.B.1 Expand assessment of student performance for all modalities based on Shared Performance Expectations.	Category 1	Vice President for Academic Affairs, Director of Institutional Research In Progress
17/18	4.B.2 Develop a robust assessment process to measure student outcomes.	Category 1	Director of Institutional Research and Assessment Team
17/18	4.B.3 Develop dashboards to assist in monitoring performance across the organization.	Category 2, SPE 4	Director of Institutional Research
4.C. The institution demonstrates a commitment to educational improvement through ongoing attention to retention, persistence, and completion rates in its degree and certificate programs.			
18/19	4.C.1 Revise curriculum in College Success and Orientation class (COL 103) to enhance retention, persistence and completion rates.	Director feedback	Director of Advising
5. RESOURCES, PLANNING AND INSTITUTIONAL EFFECTIVENESS GOALS			
5.A. The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.			
16/17	5.A.1 Implement budget initiatives that support adequate numbers of staff members and competitive and equitable salary packages.	Category 3, SPE 3, CS	Vice President for Finance and Operations
16/17	5.A.3 Conduct an environmental scan in 2017 to inform the next strategic planning process.	Category 2, SPE 4	President's Staff & Director of Institutional Research
16/17	5.A.4 Work with Alumni & Foundation Boards to raise money from donors (alumni, friends, corporations)	Category 4	President, Vice President for Institutional Advancement, Executive Director of Foundation, Director of Alumni Services
16/17	5.A.8 Deploy ERP and Payroll Improvements	Category 3 & 5	Vice President for Finance and Operations, Director of IT, and Human Resources
17/18	5.A.5 Develop a campus wide, transparent budgeting process that supports the strategic plan.	Category 4, SPE 3,4,5	Vice President for Finance and Operations In Progress
17/18	5.A.6 Develop and implement a useable data dashboard to include internal and external benchmarks.	Category 4, SPE 4, CS	Director of Institutional Research
17/18	5.A.7 Continue working toward and communicating progress toward R3 Campaign and Reimplementation Processes.	Category 5, SPE 2	IT
18/19	5.A.2 Strengthen hiring approach and improve practices in defining qualifications for jobs.	Category 3	Director of Human Resources
5.B. The institution's governance and administrative structures promote effective leadership and support collaborative processes than enable the institution to fulfill			

16/17	5.B.2 Review and update Highland Community College Board Bylaws.	Category 4, SPE 4 & 5	President
17/18	5.B.3 Develop a succession plan for college leadership.	Category 4, SPE 1,4,5	President & Board Trustees
17/18	5.B.4 Continue development of employee recognition and incentive programs to include retirements, resignations, promotions, innovations, cost saving measures.	Category 3, SPE 3, CS	Director of Human Resources
18/19	5.B.5 Develop performance evaluations for non-master contract staff.	Category 3	Director of Human Resources
	5.C. The institution engages in systematic and integrated planning.		
17/18	5.C.1 For the purpose of improving maintenance and condition of student housing, develop a long-range plan for campus apartment maintenance.	Category 2	Vice President for Finance and Operations, Vice President for Student Services, Director of Student Life
17/18	5.C.2 Enhance system wide facility planning (evaluation of classroom and housing space, athletic facilities, regional operations) to accommodate enrollment goals.	Category 4, SPE 4	President's Staff	On Going
18/19	5.C.3 Address HCC's Technology and Data Security Needs.	Category 5	Director of IT
18/19	5.C.4 Develop a budget process which supports the college mission, strategic plan, and the Shared Performance Expectations.	Category 5, SPE 5	Vice President for Finance and Operations
	5.D. The institution works systematically to improve its performance.		
17/18	5.D.1 Conduct Athletic Alumni Survey for recent alumni on their HCC Athletic Experience.	Category 2, SPE 1	Director of Athletics
17/18	5.D.2 Continue deploying new enhanced applications for better service.	Category 5	Director of IT
18/19	5.D.3 Enhance and Improve HCC's Online presence.	Category 5	Director of IT, Director of eLearning, IT staff