

HACC's Strategic Plan 2012-2015

HACC's Mission: Creating opportunities and transforming lives to shape the future—TOGETHER!

Our Vision: HACC will be the first choice for a quality and accessible higher education opportunity.

Goal 1: Teaching and Learning Excellence

Goal Leaders: Office of the Provost

Office of Student Affairs and Enrollment Management

Objective	Outcome	Lead
1. Create a comprehensive plan to maximize enrollment.	Enrollments fall in Fall 2013; enrollments increased by 2% in Fall 2014.	Rob Steinmetz & Strategic Enrollment Mgmt Leadership team
2. Improve retention rates	Retention increased by 2% in Fall 2014.	David Satterlee
3. Improve degree completion utilizing best practices from those colleges involved in the national completion initiative.	Degree completion increased by 2% by Spring 2015.	Suzanne O' Hop
4. Increase the number of students moving from developmental coursework to degree completion.	Increase success and persistence rates in developmental courses.	Developmental Education Curriculum Team
5. Improve the process for assessing programs, courses, and student learning.	Move to 100% compliance with assessment of student learning; results available on TK20.	College-wide Assessment Committee, Jeb Baxter & Richard Moss, co-chairs
6. Align workforce development offerings with community needs	Increase revenue from workforce development by 10% in Fall 2014.	Marty Rogoff and Susan Biggs
7. Expand innovative use of technology to improve teaching & learning	Increase participation rates in campus CITEs by Spring 2015.	Amy Withrow and Campus Centers for Innovative Teaching Excellence

Goal 2: Organizational Excellence**Goal Leader: Office of Human Resources and Organizational Development**

Objective	Outcome	Lead
8. Improve collegiality, civility and trust throughout the college.	Climate survey demonstrates improvement.	Dennis Heinle
9. Continuously improve the organization structure.	Reorganization completed in each functional area.	Dennis Heinle
10. Evaluate the College's benefit programs to attract and retain talented employees.	Benefits and wellness programs assessed.	Linda Munoz
11. Increase access to and support for professional development and training.	Increased participation in professional development.	Dennis Heinle

Goal 3: Operational Excellence**Goals Leaders: Office of College Advancement
Office of Finance**

Objective	Outcome	Lead
12. Improve communication with internal and external stakeholders.	Integrated marketing communications plan developed; crisis communication plan developed and implemented.	Megan Kurtz
13. Adopt best practices in high education for financial planning and management.	Institutional effectiveness implemented; financial benchmarks set and measured; targets for improvement established and assessed annually.	John Eberly
14. Enhance Virtual Learning operations	Increase Virtual Learning enrollments	Amy Withrow
15. Engage alumni to expand support for HACC.	Alumni giving increased by 4%; alumni participation on campuses increased by 2%.	Maureen Hoepfer
16. Engage various campus development teams to work collaboratively to improve resource development.	Campus and college fundraising goals met annually.	Hope Harrison
17. Identify, implement, support and evaluate innovative use of technologies.	Software and hardware updates implemented and assessed; staff trained; support enhanced	Bob Messner
18. Enhance the college's technology infrastructure.	Technology plan guides priorities.	Bob Messner
19. Strengthen and improve the College's commitment to sustainability.	Facilities master plan guides project priorities; college performance on STARS ratings established.	John Eberly Mike Walsh

Approved by the Board of Trustees, April 2, 2013.