

## **Appendix A: HACC Strategic Plan 7/1/2005 – 6/30/2008**

### **Major Goals and Sub-goals (Institutional Priorities)**

**(Approved by Board of trustees, October 4, 2005)**

#### **College Strategic Planning Committee (CSPC)**

#### **1. Enhance and promote student achievement and academic excellence in credit and non-credit programs and services.**

- a. Continue to strengthen the enrollment management relationship between Academic Affairs, Student Services and Non-Credit.
- b. Review programs to ensure that pathways to employment or careers are clearly articulated.
- c. Strengthen and streamline educational pathways between credit and non-credit programs.
- d. Continue to develop and strengthen online services to students.
- e. Expand learning opportunities such as internships, field experience, community service, and study abroad.
- f. Expand and strengthen student life programs.

#### **2. Enhance excellence in teaching**

- a. Develop new programs and enrich existing curricula based on advisory committee and accreditation recommendations, DACUM outcomes, and state workforce priorities.
- b. Improve and expand diversity in the curriculum.
- c. Encourage and support professional growth.
- d. Develop an effective forum for professional collaboration and sharing of best practices.
- e. Support innovation in teaching and integrate existing and new technologies into the delivery of instruction.

#### **3. Promote effective communication within the College and between the College and the community**

- a. Provide ongoing training for faculty and staff on effective interpersonal communications to ensure responsiveness on all levels.
- b. Utilize state-of-the-art technology to foster knowledge of college activities and programs.
- c. Expand marketing efforts to attract both credit and non-credit students.
- d. Create a new user-centered website to foster communication between HACC and the community.
- e. Create a new intranet to improve internal communications.
- f. Continue and expand media relations efforts to foster awareness and understanding of HACC in the community.

**4. Continue to build a more collegial and inclusive college community and enhance the quality of the work and learning environment**

- a. Keep HACC staff and faculty at the forefront of knowledge and competence in their fields.
- b. Retain and recruit high quality faculty and staff.
- c. Maintain a healthy work and learning environment that is respectful of differences and conducive to personal and organizational growth.
- d. Ensure that College Policies and Procedures contribute to the civility and inclusiveness of all in the work and learning environment.
- e. Continue to refine the personnel planning process and to review the organizational structure.
- f. Implement the College-wide Master Plan as per priorities established by the Board of Trustees.
- g. Develop new methods to conduct multi-campus business and communications.

**5. Enhance internal and external partnerships**

- a. Promote teamwork within HACC work units and across organizational lines.
- b. Strengthen the effectiveness and the operating techniques of HACC committees and task forces.
- c. Increase financial contributions to the College by enhancing partnerships with business and philanthropic communities.
- d. Partner with local, state and federal agencies to secure funding for College initiatives.
- e. Increase awareness of HACC's contributions to the region through interaction with local, state, and federal government agencies and public officials.
- f. Partner with local communities and the region to provide resources and services to our constituencies.

## Appendix B: Current Administrative Procedures

AP#	TITLE
111	Establishment of Administrative Procedures
112	Format and Guidelines for Administrative Procedures
114	Academic Calendar Development
116	Assessing Institutional Effectiveness - College Non-Academic Service Reviews
121	Ombudspersons
126	On-Campus Solicitations by External Groups
131	Public Information Releases and News Media Contacts
132	College Catalog - Prod. & Dist.
133	Release of College Info/Public Access to Records
134	Use of Collegiate Visual Identifiers
138	College Archives
141	Advisory Committees
142	NISOD Excellence Award Selection Committee
143	Affirmative Action Committee
144	Building and Grounds Committee
145	Budget Advisory Committee
151	Staff Recognition
152	Institutional Diversity Committee
154	Extended Cabinet
157	Safety and Security Committee
171	Procedures for Obtaining and Administering External Funding Through Written Proposals
181	HACC Foundation Special Initiative Grant Program
214	Request for Payment
221	Return of Merchandise and Materials
222	Purchasing - General
225	Requests for Quotes, Requests for Bids and Requests for Proposals
226	Design and Mailing of Self Mailers
227	Expedited Purchases
234	Purchase and Control of Capital Equipment
236	Purchase of Stationery and Office Supplies
243	Duplicating Services
251	Requisition of Textbooks and Recommended Supplies
255	College Purchases from the Bookstore
278	Contracts Developments for the Acquisition of Goods and Services
292	Telephone Installation and Removal
294	Disposal or Sale of College Property

311	Key Distribution & Control of Access
322	Security of Buildings
324	College Firearms and Weapons Control
331	Major Construction Requests
332	Minor Construction and Alteration Requests
337	Staff Assignment to Facilities and Room Relocations
341	Visual Arts Display Artistic Expression
357	Closing and Suspension of Activities
361	Vehicles and Parking
371	College Computer Use, Security, and Internet Access
372	Facilities Use by External Entities
373	Facilities and Equipment Use by Staff
376	Unsupervised Access to Studios/Laboratories by Students.
377	Swimming Pool Use
378	Small-Arms Training Range (SATR)
379	Alumni College Card Program
381	Communicable Disease Infection Control
411	Annual Budget Preparation - Operating
415	Capital Funds Budget Preparation
421	Processing and Collections of Tuition and Fee Payments for Credit Courses
424	Registration, Tuition and Fee Payments for Noncredit Courses
428	Deferred payment of tuition and fees
454	Salary Surveys
463	Compensation for Adjunct Faculty & Part-Time Employees
464	Overtime Authorization for Non-Exempt Staff and Supplemental Pay and Flex Time Authorization for Exempt Staff
465	Hours for Laboratory and Classroom Teaching Faculty
469	Paid Professional Assignments
473	Budgeting & Expenditure of Student Activities Fees
474	Student Activities Reserve Fund
481	Non-Local Travel Authorization and Reimbursement
484	Local Travel Reimbursement
493	Printing Expenses for Student Computer Areas
512	Student Employment
513	Financial Aid Satisfactory Academic Progress (FASAP) and Appeals Policy
521	Access & Supports for Students with Disabilities
522	Hazing
523	Behavioral Crisis Intervention
524	Emergency Illness/Injury

525	Medical Problems and Referral of Students
551	Photo Identification Cards
557	Fund Raising by Student Organizations
566	Control of College Bulletin Boards
582	Dean's List
591	Student Grievances
592	Student Disciplinary Action
594	Academic Dishonesty
613	Admission of Applicants to the College
614	Admission of International Students
615	Admission of Secondary School Students
616	Admission into Selective Programs
621	Suspension/Withdrawal of Students from Courses for Reasons of Health/Safety
625	Student Change of Program
627	Readmission of Former Students
628	Academic Renewal
632	Registration and Change of Roster for Credit Courses
633	Student Self-Registration
635	Withdrawal From College
638	Student Probation, Suspension, & Reinstatement
641	Refund Policy-Credit and Non-Credit Courses
651	Disclosure of Information About Students
652	Transfer of Credit into HACC Credit Programs
661	Student Attendance
662	Credit Course Enrollment by Emeriti and/or Their Spouses
663	Appeal of Academic Decisions
665	Credit by Examination
666	Audit of Credit Courses
667	Grades W, I, Y
668	Repeating Credit Courses
669	Academic Program Review: The DACUM Process
711	Credit Courses and Program Development
712	Noncredit Course and Program Record Keeping
713	Off-Campus Sites
714	International Study
715	Summer Instructional Development Grants
716	Selected Topics
731	Graduation Certification
732	Certificates

734	Waivers/Substitutions of Required Courses for Graduation
735	Honorary Degree Awards
736	Honors Convocation
737	Commencement
738	Continuing Education Units
741	Placement Testing
752	Library Services
753	Library Course Reserve Procedures
754	Final Examination Scheduling
761	Low Enrollment Instruction
762	Academic Field Trips
763	Developmental Education Courses and Services
764	Independent Study and Private Lessons
765	Assessing Institutional Effectiveness Academic Program and Service Reviews
772	Distance Education Courses
773	Compressed Video System
774	College in the High School Program
781	Associate in Arts and Assoc. in Science Transfer Degree Requirements
782	Certificate of Proficiency Requirements
783	Diploma Requirements
784	Associate in Arts, Assoc. in Science, Assoc. in Applied Science Career Degree Requirements
791	Articulation Agreements and Amendments with Secondary Schools
811	Class Assignment
812	Promotion of Faculty
813	Assignment of Academic Rank to Faculty
814	Faculty Seniority
815	Reclassification of Prof, Admin, & Classified Staff
817	Faculty Tenure
818	Non-Tenured Faculty Reappointment and Non-Reappointment
819	Assignment of Faculty
822	Employee Recruitment and Appointment
823	Appointment of Part-Time Non-Credit Instructors
824	Faculty Qualifications
828	Moving Assistance for New Employees
831	Affirmative Action and Recruitment Processing
832	Reference and Background Checking for Faculty and Staff
833	Information Required of New Employees
835	Employment of Qualified Individuals with Disabilities
838	Equated Experience for Classified & Administrative Staff

841	Personnel Files - Maintenance and Availability
842	Attendance Reporting and Recording
852	Transitional Retirement for Tenured Faculty
854	Sabbatical Leave for Faculty
855	Substitute Pay for Faculty
856	Sabbatical Leave for Administrators
859	Employee Exchange
861	Leaves of Absence
862	Sick Leave
863	Personal Leave
864	Tuition Aid for Employees and Their Dependents
865	Vacation
866	Long-term Disability
867	Employee Assistance Program
868	Holidays
871	Separation from Employment
872	Evaluation of Tenure-Track Faculty
873	Annual Tenured Faculty Performance Review
874	Performance Remediation: Tenured Faculty
875	Harassment
876	Performance Appraisal & Merit Based Compensation for Administrators & Classified Staff
877	Evaluation of Non-Tenured Track Faculty
881	Employee Aid Plan
882	President's Award for Administrative & Classified Staff
883	Retirement
884	Faculty Retraining
886	Reprimand, Suspension and Dismissal for Full Time Faculty
887	Grievance Procedures for Faculty and Staff
888	Discipline Procedures for Regular Full Time and Part Time Administrative and Classified Employees and Adjunct Faculty
894	Outside Employment
895	The Faculty Mentoring Program
896	Political Activity by Employees
898	Emeritus Rank for Faculty and Staff

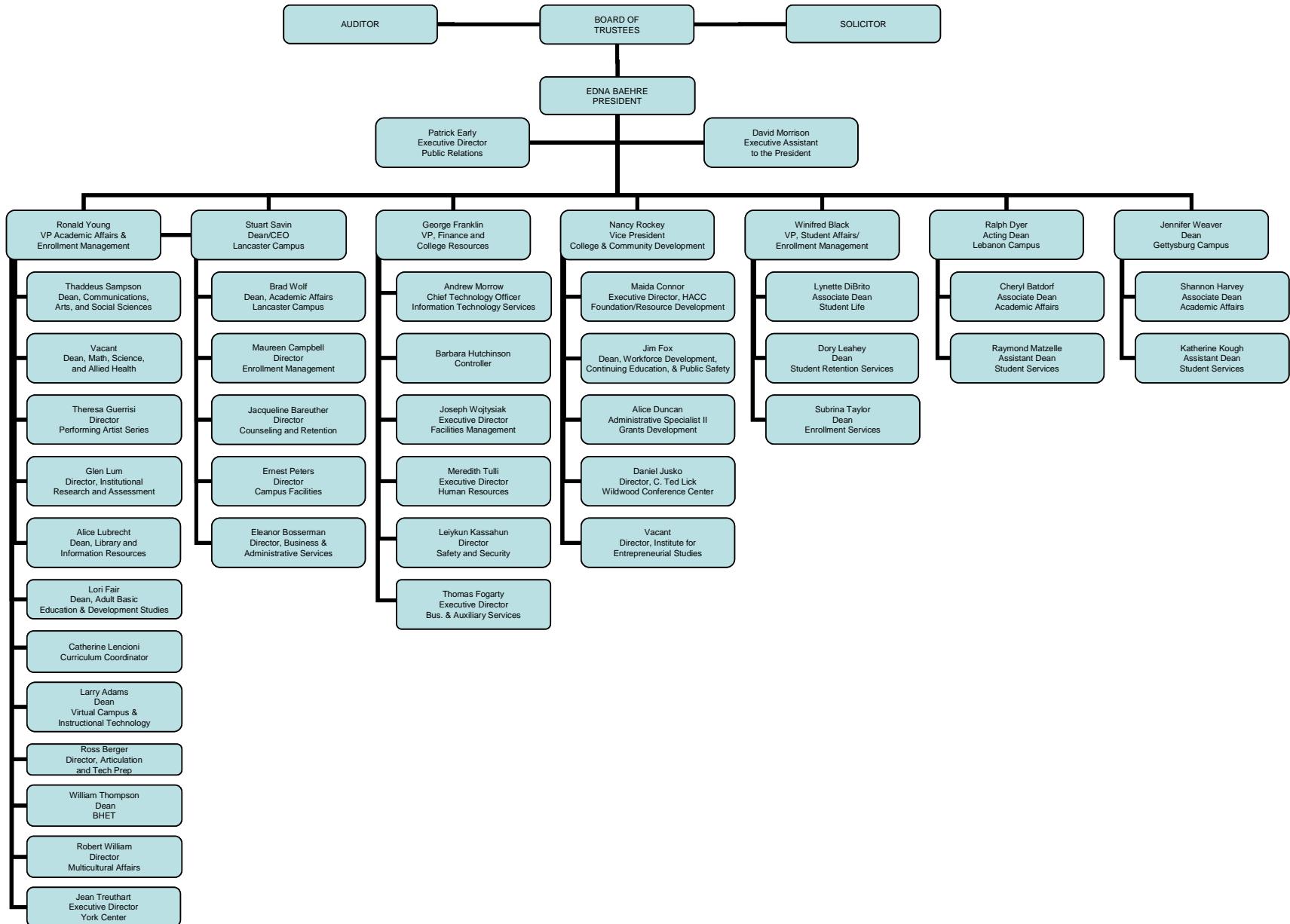
## Appendix C: Function of Each Governing Body at HACC

Governing Body	Mission and Level of Responsibility	Composition	Mode of Operation
<b>Board of Trustees</b>	Chief executive body for college policy-making, planning, financing, operations, and interface with the community and Commonwealth. Chooses President of College	Leaders from Business, Industry, Government, and Community Organizations  Appointed by a Delegate Body comprised of the 22 sponsoring School Districts of the Harrisburg Campus	Meets monthly in a public, open meeting; Has the following Committees, which meet with pertinent members of President's Cabinet monthly and others by invitation: Executive, Building and Grounds, Finance, Legislative, Human Resources, and Educational Planning
<b>President</b>	College's chief executive officer	Dr. Edna Baehre	
<b>President's Cabinet</b>	Committee in charge of internal operations and planning.	<p><b>Executive Cabinet:</b> President, Executive Assistant to the President, Vice Presidents, and Director of Public Relations</p> <p><b>President's Cabinet:</b> Executive cabinet, Executive Director of Human Resources, Regional Campus Deans, Dean of Virtual Campus, Grants Development Officer, Executive Director of HACC Foundation and Resource Development</p> <p><b>Extended Cabinet:</b> President's Cabinet, the Vice Presidents, Faculty Council President and VP, and a member at large of the Faculty Organization, Academic Council, CEO, and SGA</p>	<p>Executive Committee meets monthly;</p> <p>President's Cabinet meets monthly and meetings are by invitation only;</p> <p>Extended Cabinet meets monthly and meetings are by invitation only</p>
<b>Academic Council</b>	Governing Body for Academic Administration (see Standard 5 for detailed discussion of administration)	Vice President of Academic Affairs, Division Deans, Regional & Virtual Campus Academic Deans, Student Affairs Deans, Curriculum Coordinator, Director of Tech Prep & Secondary Articulation, & FC President	Meets twice monthly with others invited by request



<b>Governing Body</b>	<b>Mission and Level of Responsibility</b>	<b>Composition</b>	<b>Mode of Operation</b>
<b>Faculty Council</b>	<p>Representative body of division and campus faculty, working with curriculum, academic policies, personnel policies, and professional growth for faculty.</p> <p>Linked with Campus faculty assemblies per Multi-campus Task Force report.</p>	<p><b>Steering Committee:</b> Faculty Council Officers, Standing Committee Chairs, Division Representatives, Campus Representatives</p> <p><b>Standing Committees:</b></p> <ul style="list-style-type: none"> <li>• Curriculum, Instruction, and Library (CI&amp;L),</li> <li>• Academic Policy and Student Affairs (APSA),</li> <li>• Professional Growth and Development (PG&amp;D),</li> <li>• Faculty Personnel Policies (FPPC).</li> </ul>	<p>President and President's Executive Council meets regularly with Steering Committee</p> <p>Steering Committee meets twice a month with others invited by invitation</p> <p>Standing Committees meet twice a month and are open to college community</p> <p>President of FC meets monthly with the college president and the VP of Academic Affairs</p>
<b>Classified Employees Organization: CEO</b>	Representative for the Classified Employees Organization	<b>CEO:</b> President, VP, Secretary, Treasurer, and a Representative from each Campus	President of CEO meets monthly with the college President along with invited parties of CEO
<b>Student Government Association Executive Council</b>	<p>Committee in Charge of Student Life (e.g., student activities, clubs, college newspaper, etc.)</p> <p>Primary voice for students in governance at the College</p> <p>Representative Organization for Students at each campus is the SGA of that campus</p> <p>College Policy 037 established a student government association (SGA) made up of elected student representatives "to provide a significant college-wide voice for students."</p>	<p>Executive Officers of SGAEC include President, Vice President, Treasurer, Secretary</p> <p>SGA also has a Senate</p>	<p>Representatives elected at each campus.</p> <p>SGAEC meets monthly</p> <p>Campus SGAs Meet regularly</p> <p>SGAEC President meets monthly with College President.</p> <p>The executive council of the SGAEC meets with the VP of Student Affairs</p>
<b>College Advisory Groups</b>	Carry out specific responsibilities as charged by the academic program or the President of the College	<p>Joint Committees</p> <ul style="list-style-type: none"> <li>• Budget Advisory Committee, etc.</li> </ul> <p>Task Forces</p> <p><i>Ad Hoc</i> Committees</p>	Meet regularly until charge is completed
<b>Campus Advisory Committees</b>	Advise each regional campus on community needs; one representative from each county serves on the BoT	Leaders from business, industry, government, and community organizations	Meet quarterly

## Appendix D: HACC's Organizational Chart



## Appendix E: College-wide Retention Plan

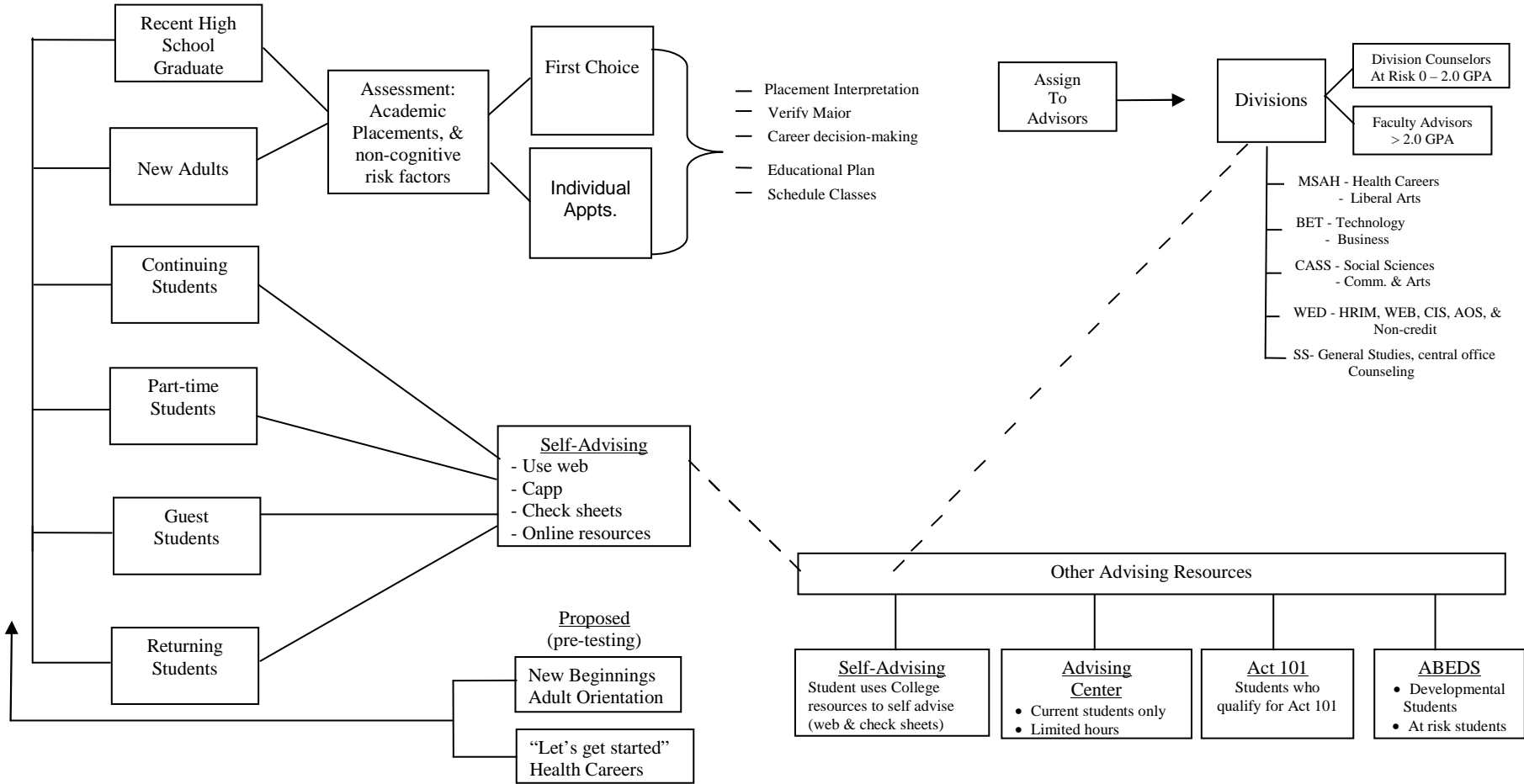
### HACC's 2005-2006 COLLEGE-WIDE RETENTION PLAN TEAMS

STRATEGY NAME	CHAIR	TEAM MEMBERS		SUMMARY OF PLAN
ACADEMIC PROBATION	Elfi Hoskins Co-Chair Robin Gorini	Jennifer Alleman Heather Burns Kelvin Harrison Carol Kerper	Katie Kough Ray Matzelle Becky Zawisky- Coleman	<ul style="list-style-type: none"> <li>• Develop a comprehensive monitoring plan on the academic progress of students on Academic Probation.</li> <li>• Identify ways to better clarify to students that they are on probation and what that means.</li> <li>• Create strategies to decrease the number of students ending up on probation and improve the success rate of those students who do end up on probation.</li> </ul>
ADULT STUDENTS	Mary Fourlas	Linda Barr Sandra Daniels	Patricia Beittel Barb Maurice	<ul style="list-style-type: none"> <li>• Create advising tools for adult students.</li> <li>• Identify one or more new initiatives to improve adult student retention rates.</li> </ul>
ALTERNATIVE DELIVERY SERVICES	Elaine Moran	Elfi Hoskins Chris Fuller Elisa Cohen Elise Beckmann	Christopher Yarrish Bob Karas Lynette Dibrito Rachelle Downing	<ul style="list-style-type: none"> <li>• Develop strategies to enhance and improve online student services.</li> </ul>
CHILD CARE	Winnie Richards	Jackie Bareuther Roberta Bilous John Eberly Michele Groff	Katie Kough Carol McConaghy Subrina Taylor Jennifer Weaver	<ul style="list-style-type: none"> <li>• Expand current child care services, including the Gettysburg Campus and Harrisburg Campus evening availability.</li> <li>• Provide funding for students needing child care.</li> <li>• Committee created a report to address recommendations which will be submitted to President's Cabinet in December and will begin to identify and implement steps to meet the needs of these students.</li> </ul>
COUNSELING REFERRAL SYSTEM	Matt Braswell	Sherill Goodlive Rick Kearns Sally Ann McCrea	Cathryn Amdahl Michele Kieff Barbara Grandia	<p>Using the Counseling Services "five year cyclical" evaluation:</p> <ul style="list-style-type: none"> <li>• get data on the need for personal/mental health counseling by HACC students,</li> <li>• ask faculty about their inclusion in the referral process, and</li> <li>• use this data to determine the need for personal/mental health counseling services.</li> <li>• If needed, develop a plan for announcing such services and a process for counseling referrals.</li> </ul>
CLASSROOM STRATEGIES	Sally Ann McCrea	Gary Brown Pauline Chow Julia Imboden Molly Lee Paul Martin	Sara Meng Janka Ovcharovichova Julia Senseing Jean Shutters Edward Omolo	<ul style="list-style-type: none"> <li>• Identify classroom issues that affect retention and develop possible strategies to address such issues.</li> <li>• Create a plan to implement these strategies.</li> </ul>

## HACC's 2005-2006 COLLEGE-WIDE RETENTION PLAN TEAMS

STRATEGY NAME	CHAIR	TEAM MEMBERS		SUMMARY OF PLAN
FINANCIAL AID	Rob Ritz	Mary Furlas Jen Mason Karen Petyak	Nicholas Port Racquel Walmer	<ul style="list-style-type: none"> <li>Develop policies that encourage retention of students identified as financial aid/satisfactory academic progress; integrate "Financial Aid Help" into a broader retention initiative.</li> </ul>
FRESHMAN YEAR EXPERIENCE	Lori A. Fair	Pauline Chow Geraldine Gutwein Kim Kelsey Linda Mininger	Katherine Margolis Sue Rosenberger Janice Waltz Michael Williams	<ul style="list-style-type: none"> <li>Develop a "learning community model" of a First Year Experience for students.</li> <li>Implementation of a mandatory course will occur in phases in order to ensure all stakeholders are a part of student success at the college.</li> </ul>
NON-COGNITIVE ASSESSMENT TOOL	Margie MacDonald	Linda Barr Leslie Boon Elisa Cohen Lori Corradino Terrie Godlewski	Yolanda Lauria Dave McNeilly Cathy Rosenkrans Deb Schneider	<ul style="list-style-type: none"> <li>Identify or develop a paper/on-line inventory that provides:                             <ul style="list-style-type: none"> <li>➤ Early identification of students who may have a propensity to leave HACC,</li> <li>➤ Proactive intervention through one-on-one advisor and student conferences, as well as relevant campus programs and services, and</li> <li>➤ Circumvention of dropout behaviors through timely referrals and follow-up.</li> <li>➤ Once available, create a plan for implementation.</li> </ul> </li> </ul>
SPECIAL POPULATIONS	Margie MacDonald	Elisa Cohen Lynne Dillard	Kelvin Harrison Wataru Nishida	<ul style="list-style-type: none"> <li>Discuss future of College mentoring program &amp; identify other initiatives to support students in special populations.</li> </ul>
SOCIAL SPACES FOR STUDENTS	Lynette Dibrito SGA President Nick Port	SGA		<ul style="list-style-type: none"> <li>Continue to work with Facilities Master Plan to expand "nice spaces" for students by updating furniture, space layout and lighting in areas heavily used by students.</li> <li>Address any other needs identified by students.</li> </ul>
STOP OUT/WITHDRAWALS	Tisa Riley	Jim Carideo Leanne Frech Tim Neher Roz Ogden	Marcia Shore Jennifer Daley Jeannette Robison Cheryl Kugler	<ul style="list-style-type: none"> <li>Track withdrawal reasons and identify ways to improve the retention rates of these students.</li> <li>Develop strategies to improve re-enroll rates of students who successfully complete a term but do not return.</li> </ul>
SUSPENSION REINSTATEMENT	Elfi Hoskins Co-Chair Angela Campbell	Matt Braswell Heather Burns Carol Kerper Michele Kieff	Dory Leahey Sally Ann McCrea Barb Sausamann Raquel Walmer	<ul style="list-style-type: none"> <li>Develop a comprehensive plan for monitoring the academic progress of students who were reinstated from academic suspension and develop a "contracting system" that supports the students' future success.</li> <li>Consider the Financial Aid SAP process as a part of this process.</li> </ul>
UNDECIDED STUDENTS	Sheila Ciotti	Mary Bottorf Nick Giordano Greg Hess Jennifer Baker	Elfi Hoskins Ray Matzelle Lorie Sonnen	<ul style="list-style-type: none"> <li>Develop ways to provide information to truly undecided students that will assist them in their efforts to select a more specific major and/or career.</li> <li>Identify events or services and explore a student advising model for undecided students.</li> </ul>

**Appendix F: HARRISBURG AREA COMMUNITY COLLEGE  
COUNSELING / ADVISING MODEL**



### Appendix G: HACC Programs by Division

BHET Division Programs	CASS Division Programs	MSAH Division Programs
Accounting	Art and Design, Visual Arts	Actuarial Science
Administrative Office Specialist	Child Care	Biology
Agribusiness	Contemporary Crafts Marketing	Biology Education
Architectural Technology	Corrections	Cardiovascular Technology
Architecture	Child Development Associate	Invasive Cardiovascular Technology
Auctioneering	Criminal Justice	Chemistry
Automotive Technology	Early Childhood Education	Dental Assistant
Automotive Technology, GM	Elementary Education	Dental Hygiene
Baking and Pastry Arts	Human Services	Emergency Health Services Mgmt.
Banking	Humanities, Languages, & the Arts	EMT - Paramedic
Building Construction Technology	Humanities, Lang, & the Arts Educ	Environmental Associate
Business Mgmt., CIS	International Studies	Environmental Science
Business Administration	Media Studies	Environmental Specialist
Business Education	Paralegal Studies	Health Information Technology
Business Mgmt., Accounting	Photography, Visual Arts	Health Science Program
Business Mgmt., GM	Police Science	Mathematics
Business Mgmt., HRIM	Psychology	Mathematics Education
Business Studies	Security Administration	Mathematics, Computer Science
Cabinetry	Social Sciences	Medical Assist/Ambulatory Care Tech.
Civil Technology	Social Sciences Education	Medical Laboratory Tech.
Computer Information Security	Social Services	Nuclear Medicine Technology
Computer Information Systems	Theatre Arts/Performing Arts	Nursing
Computer Networking Tech.	Visual Arts, Fine Arts	Gerontology
Computer Repair Tech.	Visual Arts, Graphic Design	Phlebotomy Technician
Construction Codes & Safety Science	Visual Arts, Photography	Senior Healthcare Workplace Asst.
Construction Estimating	Jewelry Repair	Practical Nursing
Construction Field Supervision		Pharmacy Tech.
Construction Project Management		Physical Education/Exercise Science
Culinary Arts	<b>BHET Programs Cont.</b>	Physical Science
Culinary Arts--Catering	Marketing, Real Estate	Physical Science Education
Dietary Manager	Marketing, Retailing	Pre-Chiropractic
Electrical Occupations	Mechanical Engineering Technology	Pre-Dietetic
Electrical Technology	Music and Marketing	Radiologic Tech.
Electronic Engineering Technology	Music Industry	Radiologic Tech., College Based
Engineering	Music Product Sales	Respiratory Therapist
Entrepreneurial Leadership	Music Technology & Marketing	Surgical Technology
Fire Science Technology	Nanofabrication Manufacturing Technology	Ultrasound Technology
Geospatial Technology	Precision Metalworking Technology	Diagnostic Med. Sonography
Heating, Ventilation, & Air Conditioning	Real Estate	
Home and Building Remodeling	Restaurant & Food Service Mgmt	
Hotel & Lodging Management	Sales	
IEC Apprenticeship Training	Technology Studies	
Industrial Maintenance Technology	Transmission & Distribution Tech	
Management	Travel and Tourism	
Marketing, General Marketing	Web Developer	

## Appendix H: DDEMC New Program Model

### **PROCESS:**

1. Pre-Assessment (with DDEMC)
2. Business Plan
3. DACUM
4. EM Plan
5. Communication Plan
6. Evaluation

### **1. PRE-ASSESSMENT (with DDEMC):**

- Program Overview
- Determine the structure of the program:
  - Define if the program should be credit or non-credit; career versus transfer versus non-credit
  - Describe courses and number of courses to be offered
  - Define method of program delivery (time of day, evening, weekend, web)
  - Identify other programs that offer the same concentration of courses
- Determine Portability of the program:
  - Identify campus(es) where program could be offered
  - Identify what courses could be offered at other campuses
  - Identify colleges where program can transfer (if applicable)
- Determine the demand for the program:
  - Describe industry and student feedback that determined initial need for the program
  - Identify industries where students could be employed.
  - Provide occupational title(s) and salary range(s) for each level of educational requirements (certificate, diploma, degree) relative to the specific occupation provided of the program. (Contact Sheila Ciotti/Harrisburg Campus Career Center.)
  - Employment growth, both statewide and local. (Contact Sheila Ciotti/Harrisburg Campus Career Center.)
  - Check to see if occupations are listed on local and state occupational priority lists by contacting Sheila Ciotti/Harrisburg Campus Career Center
  - Identify other local colleges offering same or similar programs
  - Identify potential target market, and resources for recruiting those students. Resources beyond high schools and college fairs that may be specific to the industry. Identify possible roadblocks and special needs of target market
- Determine the anticipated cost to offer the program:
  - Define anticipated enrollments based on market data
  - Project tuition/revenue
  - Identify costs to offer program (equipment, faculty, space, etc.)

**2. BUSINESS PLAN** Includes strengths, weaknesses, opportunities, threats; and budget

### **3. DACUM**

### **4. EM PLAN**

#### ***Phase I: Recruitment***

- Define target market(s) and their demographics: Elaboration of pre-assessment.
- Identify target recruitment alternatives
- Identify existing students
- Identify referral sources
- Determine EM timeline
- Admissions priority
- Prospect development and follow-up
- Advisor – admit-not-registered follow-up
- Counselor assigned to answer program questions
- Outreach initiatives (open house, HS visits)
- Leverage referral sources
- Program featured in recruit plan
- Speaking opportunities

#### ***Phase II: Retention***

- Assign a Division Counselor to answer student questions about the program
- Identify a faculty member to advise students in the program
- Develop an academic schedule of course offerings that support educational plans for students and provide adequate course offerings each semester.
- Monitor program enrollment and track student retention from semester to semester.
- Contact students who were admitted but not registered prior to each fall and spring semester (recruitment phase?)
- Contact students who were previously registered, have not transferred or graduated, and have not re-registered prior to each fall and spring term.
- Track student's midterm and final grades and contact students who are not successfully progressing in the program.
- Recommend academic, career, or counseling support services to students as needed.

### **5. COMMUNICATION PLAN** Based on EM Plan:

- Timeline for internal communication - Education of internal staff, advisors, counselors.
- Identify external communication medium (identify promotion budget)
  - Rule of thumb for budgeting: 5-8% of revenue should be allocated to marketing.

### **6. EVALUATION**