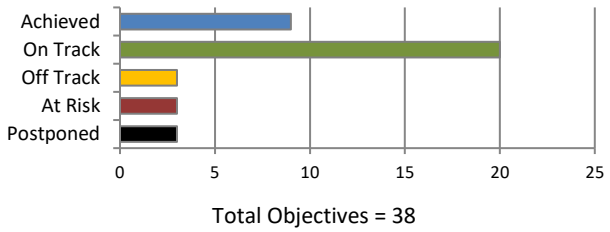
One College, Uniting for Success – HACC Strategic Plan 2019-22 Status Report

Status Updated: 04/27/2020

Count of Objectives by Status



Total Objectives = 38

Percent of Objectives by Status

Achieved	On Track	Off Track	At Risk	Postponed
24% (9)	52% (20)	8% (3)	8% (3)	8% (3)

Status of Objective

- **Achieved** (Benchmark for objective has been met) ✓
- **On Track** (Forward progress is being made on objective)
- **Off Track** (Work on the objective has stalled)
- **At Risk** (Objective is at risk for not being achieved)
- **Postponed** (Objective removed from current Strategic Plan) ✗

Strategic Commitment	Subgoal	Objective	Status
1. Attract and Enroll Students	1.1. Implement guided pathways for learning progression	1.1.1. Streamline our processes for awarding credit for prior learning by June 30, 2020. Extended to December 31, 2020.	✓
		1.1.2. Implement the use of multiple measures to assess college readiness for new students by March 30, 2020.	✓
		1.1.3. Create a One-College centralized approach to class schedules by June 30, 2021.	BUMP
		1.1.4. Develop and promote eight new options for workforce development-to-credit stackable credentials by June 30, 2022.	
		1.1.5. Implement academic program maps for all academic programs by June 30, 2021.	
	1.2. Grow enrollment based on market segmentation	1.2.1. Develop enrollment goals for admissions counselors based on demographic data from within the 11-county service area and beyond by June 30, 2020. Extended to December 31, 2021	
		1.2.2. Develop an outreach plan to increase the enrollment of historically underrepresented, underserved and minority students by June 30, 2020. Extended to December 31, 2021	

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Status of Objective	
	Achieved (Benchmark for objective has been met) ✓
	On Track (Forward progress is being made on objective) ⇨
	Off Track (Work on the objective has stalled) BUMP
	At Risk (Objective is at risk for not being achieved) ⚠
	Postponed (Objective removed from current Strategic Plan) ✗

Strategic Commitment	Subgoal	Objective	Status
2. Retain Students & Foster Completion	2.1. Ensure students have access to low- or no-cost textbooks	2.1.1. Provide resources to support thirty (changed from three) faculty-led projects to develop open educational resources (OER) by June 30, 2021.	⇨
		2.1.2. Add OER or free or low-cost textbook options for 45% (changed from 25%) of classes by June 30, 2022.	⇨
	2.2. Support initiatives to advance faculty excellence	2.2.1. Update faculty expectations to include a requirement to participate in at least one diversity and cultural competence professional development event each year by June 30, 2020. Extended to June 30, 2021.	✓
		2.2.2. Develop and implement three new initiatives that foster cultural and intercultural competence within curricula by June 30, 2022.	⇨
	2.3. Promote the effective use of assessment	2.3.1. Align classes, programs and general education assessment by June 30, 2021. Extended to June 30, 2022.	BUMP
		2.3.2. Take actionable steps based on assessment outcomes to improve teaching and learning by June 30, 2022.	BUMP
	2.4. Enhance academic and non-academic student support systems	2.4.1. Create centers for student well-being to provide nonacademic support, such as emergency assistance, food and clothing assistance and connections to community resources by June 30, 2022.	⇨
		2.4.2. Embed tutors into 50% of gateway and high-risk classes by June 30, 2022.	⇨
		2.4.3. Leverage technology to monitor student progress to increase persistence rates by 1.5% by June 30, 2022.	⇨
		2.4.4. Transition to offering two programs each academic year in a compressed format and develop inter-semester support programs by June 30, 2021.	⚠
		2.4.5. Increase the graduation rates of underrepresented, underserved and minority populations to 11% by June 30, 2022.	⚠
		2.4.6. Establish a pilot program to increase enrollment and retention of the adult student population, assist returning students to adapt to the current higher education environment, and provide physical space for learning and interaction by June 30, 2020. Extended to June 30, 2022.	⇨

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Status of Objective	
Achieved (Benchmark for objective has been met)	✓
On Track (Forward progress is being made on objective)	⇨
Off Track (Work on the objective has stalled)	BUMP
At Risk (Objective is at risk for not being achieved)	⚠
Postponed (Objective removed from current Strategic Plan)	✗

Strategic Commitment	Subgoal	Objective	Status
3. Sustain the College's Resources	3.1. Develop an organizational structure that supports institutional sustainability	3.1.1. Design and implement a One-College organizational structure by July 1, 2020.	✓
		3.1.2. Realign advisory councils to fit a One-College model while considering local community needs by July 1, 2020. Extended to June 30, 2021.	✓
		3.1.3. Develop communications tools and methods that improve the accuracy and timeliness of data and reports regarding College initiatives and activities by Dec. 31, 2020. Extended to Dec. 31, 2021.	⇨
		3.1.4. Redesign the review and development process for shared governance policies and handbooks to promote operational effectiveness and improved decision making by June 30, 2020. Extended to June 30, 2022.	⇨
	3.2. Establish a comprehensive plan to ensure HACC remains affordable, accessible and fiscally sustainable.	3.2.1. Develop a One-College budget by June 30, 2021.	⇨
		3.2.2. Implement an enterprise risk management plan by Dec. 31, 2019.	✓
		3.2.3. Establish a program profitability method that develops revenue and expense goals and measures sustainability by June 30, 2022.	⇨
	3.3. Development and implement new revenue streams, and expand and improve current revenue streams	3.3.1. Identify and execute three revenue generation projects by Dec. 31, 2022.	⇨
		3.3.2. Develop three strategic partnerships with businesses by Dec. 31, 2022.	✓
		3.3.3. Raise $10 million for the Bruce E. Cooper Student Center renovations by Dec. 31, 2020.	✗
		3.3.4. Increase profitability by 5% annually for the Workforce Development and Continuing Education Division through June 30, 2022.	⇨
		3.3.5. Increase fully online enrollments by 5% annually through June 30, 2022.	⇨
	3.4. Ensure HACC's success through a diverse workforce and student population	3.4.1. Conduct a collegewide climate assessment around equity, inclusion and diversity by June 30, 2020.	✗
		3.4.2. Analyze the results of the collegewide climate assessment and develop a relevant action plan by Dec. 31, 2020.	✗
		3.4.3. Implement an outreach plan to increase by 3% the number of historically underrepresented, underserved and minority employees by June 30, 2020. Extended to June 30, 2022.	⚠
		3.4.4. Implement three new collegewide initiatives that foster cultural and intercultural competence by June 30, 2022.	✓
	3.5. Ensure the College's sustainability through mutually beneficial relationships with the diverse communities we serve	3.5.1. Increase the number of active minority- and women-owned businesses engaging in HACC's business structures and procurement processes by 50% by June 30, 2022.	⇨
		3.5.2. Implement three new opportunities for participation by community members around issues of equity, inclusion and diversity by June 30, 2022.	✓
		3.5.3. Implement a network to engage HACC alumni belonging to historically underrepresented or underserved populations by June 30, 2022.	⇨