

| Count of                     | Objectives by Status   |  | Percent  | of Objectives by | / Status       |             |
|------------------------------|--|--|--|------------------|----------------|-------------|
| 1                            |  | Achieved   | On Track   | Off Track        | At Risk        | Not Started |
| Achieved                     |  | l .  |  |                  |                |             |
| On Track                     |  | 12%  | <b>70</b> %  | 14%              | 4%             | 0%          |
| Off Track                    |  |  |  |                  |                |             |
| At Risk                      |  | (6)  | (32)   | (7)              | (2)            | (0)         |
| Not Started                  |  |  | ^aa.la.d   |                  | N - + A - h :  | d           |
| Canceled                     |  |  | Canceled   |                  | Not Achi       | eveu        |
| Not Achieved                 |  | l .  | 0%   |                  | Λ0/            | ,           |
|                              | 10 20 30 40  | l .  |  |                  | 0%             |             |
| Tota                         | l Objectives = 47  |  | (0)  |                  | (0)            |             |
|                              |  | Achieved (Be   | enchmark for ob  | jective has bee  | n met)         | ✓           |
|                              |  | On Track (Fo   | rward progress   | is being made o  | on objective)  |             |
|                              |  | Off Track (Work on the objective has stalled)  |  |                  |                | ВИМР        |
| Statu                        | s of Objective   | At Risk (Objective is at risk for not being achieved)  |  |                  |                | $\triangle$ |
|                              |  | Not Started  |  |                  | N/S            |             |
|                              |  |  | Canceled (Objective removed from current Strategic Plan) |                  |                |             |
|                              |  | Not Achieve  | d  |                  |                | 0           |
| Commitment                   | Goal   | Objective  |  |                  |                | Status      |
| 1. Reimagine                 | 1.1. Create a culture of care and belonging, celebrate success, and  | 1.1.1. Build a workplace culture and employee experience that is structured to be supportive.  |  |                  |                | ce 🖨        |
| Employee Success<br>Together | value work-life balance.   | 1.1.2. Continually offer a safe and secure workplace for all employees.  |  |                  |                | all         |
|                              |  | 1.1.3. Attract and retain a quality workforce with competitive compensation programs.  |  |                  |                | ВимР        |
|                              | 1.2. Create a rich, diverse learning environment by hiring employees | 1.2.1. Attract and retain diverse talents.   |  |                  |                | ВимР        |
|                              | that reflect the student body in positions with direct contact.      | 1.2.2. Foster a sense of belonging among all employees.  |  |                  | $\Rightarrow$  |             |
|                              |  | 1.2.3. Establish college wide policy that has institution-wide application, helps ensure compliance, enhances the college's purpose, and reduces institutional risk. |  |                  |                |             |
|                              |  | 1.2.4. Contin  | ue to facilitate a                                       | a consistent and | l effective hi | ring        |
|                              |  | 1.2.5. Build t<br>employees.   | echnological ca  | pacity to suppor | rt remote      | <u>^</u>    |



|                             |   | Achieved (Benchmark for objective has been met)  | <b>√</b>    |
|-----------------------------|---|--|-------------|
| Status of Objective         |   | 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)  | $\triangle$ |
|                             |   | Not Started  | N/S         |
|                             |   | Canceled   | $\otimes$   |
|                             |   | Not Achieved   | •           |
| Commitment                  | Goal  | Objective  | Status      |
| 2. Reimagine                | 2.1. Ensure every student has the chance to succeed at  | 2.1.1. Increase student completion by 5% in college-level English.   |             |
| Student Success<br>Together | HACC.   | 2.1.2. Increase student completion by 3% in college-level math in the first year.  | 1           |
|                             | 2.2. Define Student Success and vet sense of belonging  | 2.2.1. Establish a first-year program to assist students with sense of belonging and student success.  | <b>√</b>    |
|                             | through measurement of entry semester to second semester retention.   | 2.2.2. Leverage existing cross-divisional groups that supports student success, retention, and engagement on a monthly basis.                    | 4           |
|                             | 2.3. Implement two pathways in business and trades to further bridge workforce development and credit programming | 2.3.1. Establish and align workforce to credit pathway models and accreditation standards to support meta-majors.                                | <b>¬</b>    |
|                             | 2.4. Align our programs and services to meet the needs of our communities.  | 2.4.1. Define program health measures to inform program review, solutions, enhancements, or new opportunities to align with area economic needs. | вимР        |
|                             |   | 2.4.2. Increase the number of post-program assessment surveys from two to five programs.   | ВимР        |
|                             | ·   | 2.4.3. Annually utilize labor market data to develop three new workforce development programs for the community.                                 | 4           |
|                             | 2.5. Leverage technology to make HACC more accessible to broader groups of learners.                              | 2.5.1. Collect assessment data to evaluate and leverage technology for students.   | 4           |
|                             |   | 2.5.2. Plan, budget, and allocate technological resources to enhance operations to support student success.                                      | 4           |

**Status Updated: 04/03/2024** 

|                               |  | Achieved (Benchmark for objective has been met)  | ✓        |           |
|-------------------------------|--|--|----------|-----------|
|                               |  | On Track (Forward progress is being made on objective)   |          |           |
| Status of Objective           |  | Off Track (Work on the objective has stalled)  At Risk (Objective is at risk for not being achieved)                               |          |           |
|                               |  |  |          |           |
|                               |  | Canceled   |          |           |
|                               |  | Not Achieved   |          |           |
|                               |  | Commitment   | Goal     | Objective |
| 3. Amplify Our Impact Through | 3.1. Ensure HACC has the systems, processes, and teams that will support its ambition for broader, strategic partnerships.                   | 3.1.1. Map current processes to ensure community involvement and to establish what partnerships currently exist.                   | 4        |           |
| Strategic<br>Partnerships     |  | 3.1.2. Define and implement the model to promote institutional coordination that supports strategic partnerships.                  | 4        |           |
| r ai tilei silips             | 3.2. Align HACC students'  | 3.2.1. Identify the "student's academic and non-academic needs."   | ⇒        |           |
|                               | needs through collaborative partnerships.  | 3.2.2. Identify external organizations which provide services which could benefit our students, academically and non-academically. | 1        |           |
|                               | 3.3. Build strategic partnerships to support community engagement.   | 3.3.1. Evaluate outreach events.   | 1        |           |
|                               | 3.4. Increase support for HACC by engaging external  | 3.4.1. Create opportunities for alumni and students to interact with HACC.   | <b>⇒</b> |           |
|                               | stakeholders.  | 3.4.2. Identify stakeholders who were previously engaged at campuses.  | <b>⇒</b> |           |
|                               | 3.5. Implement an integrated marketing communications plan that promotes the relevance and importance of HACC to its communities and beyond. |  |          |           |

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| Commitment                             | Goal  | Objective   | Status      |  |
| 4. Embrace Next-                       | 4.1. Scale and expand culturally  | 4.1.1. Scale high impact practices (HIPs) to support student success.   | ✓           |  |
| Generation<br>Teaching and<br>Learning | relevant curricular and co-<br>curricular initiatives that build<br>confidence, motivation, and<br>engagement for all HACC<br>students. | 4.1.2. Engage faculty in inclusive methodology and reinforce the following pedagogical practices: 1. Core teaching principles (outcomes and objectives); 2. Effective use of technology in instruction; 3. Engagement of students; and 4. Assessment of student learning. |             |  |
|  |   | 4.1.3. Establish a college-wide learning outcome that supports diversity, equity, and inclusion.  | ✓           |  |
|  |   | 4.1.4. Establish training utilizing Transparency in Learning and Teaching (TILT) concepts.  | T           |  |
|  |   | 4.1.5. Determine cultural responsiveness in social sciences courses in support of a Culturally Relevant Curriculum through a review of 335's.   | À           |  |
|  | 4.2. Deliver accessible and affordable technologies that enhance student learning and success.  | 4.2.1. Design and build classrooms and learning spaces to support metaverse technologies and access to open access resources.   | 1           |  |
|  |   | 4.2.2. Adopt metaverse technologies in the Learning Commons to support and enhance learning and success.  | T           |  |
|  |   | 4.2.3. Assess OER implementation to determine its support of student persistence and retention.   | <b>P</b>    |  |

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|                            |  | Not Achieved  | •           |
| Commitment                 | Goal   | Objective   | Status      |
| 5. Ensure HACC's Long-Term | 5.1. Advance HACC's long-term financial sustainability.                                      | 5.1.1. Create a financial dashboard to inform decision making and sustain operations.                                     | 1           |
| Sustainability             |  | 5.1.2. Minimize bad debt exposure.  | 分           |
|                            |  | 5.1.3. Produce a balanced budget annually with a target of 1-2% surplus.  | 1           |
|                            |  | 5.1.4. Implement a cost allocation model and program profitability reporting mechanisms.                                  | 分           |
|                            |  | 5.1.5. Collaborate with all divisions to develop a three-year collegewide Facilities Plan.                                | 1           |
|                            |  | 5.1.6. Propose a collegewide signage plan to improve access, direction and communication.                                 | 4           |
|                            | 5.2. Strengthen HACC's ability to support its purpose through data-informed decision-making. | 5.2.1. Administer a climate survey to gather information relative to belonging.   | ВИМР        |
|                            |  | 5.2.2. Create a collegewide compliance program.   | ✓           |
|                            |  | 5.2.3. Implement data governance and cyber security measures to protect the college's data.                               | ВИМР        |
|                            | 5.3. Streamline HACC's administrative business processes.                                    | 5.3.1. Review and process map finance-related procedures for areas of inefficiency and opportunities for improvement.     | 合           |
|                            |  | 5.3.2. Modernize business decisions and processes by leveraging technology and establishing one system of record, Banner. | 分           |
|                            | 5.4. Develop and implement new revenue streams and   | 5.4.1. Analyze HACC real estate data to inform campus space potential opportunities.                                      | 1           |
|                            | expand current revenue streams.  | 5.4.2. Market and offer catering from Chefs Apprentice to Harrisburg community.   | 1           |