

HACC Strategic Plan 2022-28



Pathways to Success (v3)  
2022-28

HACC Strategic Plan

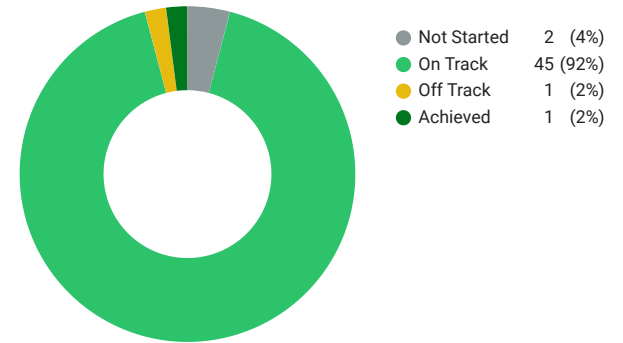
IN PROGRESS STATUS

- Not Started:** Work has not yet begun for this item
- On Track:** Performance measure is at or exceeding the set target for the previous period
- Off Track:** We are just a bit below our target but are not too far off from meeting our goal
- At Risk:** Within the previous period, we are severely under our goal and need significant increases in performance

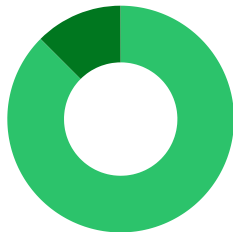
FINAL STATUS

- Achieved:** Plan Item is complete to specifications
- Not Achieved:** Plan Item did not meet specifications
- Canceled:** Plan Item is not currently pursued by this organization

Pathways to Success: 2025-28 Strategic Plan



Commitment #1 - Reimagine Employee Success Together



● On Track 7 (88%)

Goal 1.1 - Foster a culture of care and belonging for all employees.

Level	#	Name	Status
Goal	1.1	Foster a culture of care and belonging for all employees.	On Track
Objective	1.1.1	Optimize organizational structure.	On Track
Objective	1.1.2	Promote engagement in employee events.	Achieved
Objective	1.1.3	Re-envision new employee orientation to foster employee success.	On Track
Goal	1.2	Enhance employee growth and effectiveness.	On Track
Objective	1.2.1	Enhance employees understanding of the student experience.	On Track
Objective	1.2.2	Implement AI tools to strengthen employee competencies and achieve greater efficiency	On Track
Objective	1.2.3	Develop employees to foster succession planning and ensure operational continuity.	On Track

Goal 1.2 - Enhance employee growth and effectiveness

Level	#	Name	Status
Objective	1.2.1	Enhance employees understanding of the student experience.	On Track
Objective	1.2.2	Implement AI tools to strengthen employee competencies and achieve greater efficiency	On Track

● Achieved 1 (13%)

Objective 1.2.3 Develop employees to foster succession planning and ensure operational continuity.

On Track

## Commitment #2 - Reimagine Student Success Together



● On Track 13 (100%)

### Goal 2.1 - Improve student success outcomes

Level	#	Name	Status
Objective	2.1.1	Develop and launch a first-year program that incorporates mentorship, peer support, and academic success strategies with the goal of increasing first-year retention rates.	On Track
Objective	2.1.2	Provide opportunities for student engagement through specific initiatives aiming to boost participation rates in co-curricular activities.	On Track
Objective	2.1.3	Improve enrollment health through streamlined onboarding processes, strengthening the transition of new students to college. A JACSEM initiative.	On Track
Objective	2.1.4	Improve institutional retention through increased credit accumulation rates. A HAWKSOAR initiative.	On Track
Objective	2.1.5	Increase efficient use of student support technology to improve successful course outcomes and persistence.	On Track

### Goal 2.2 - Provide students with comprehensive technological support services

Level	#	Name	Status
Objective	2.2.1	Deliver responsive and reliable tech support to empower students.	On Track
Objective	2.2.2	Bridge the digital divide to reduce access gaps among students.	On Track

### Goal 2.3 - Promote clear pathways for completion

Level	#	Name	Status
Objective	2.3.1	Strengthen offerings for high school students seeking college credit.	On Track
Objective	2.3.2	Streamline academic pathways and advising processes to improve retention and completion rates. A HAWKSOAR initiative.	On Track
Objective	2.3.3	Offer a relevant program mix that addresses evolving community and workforce needs.	On Track

**Commitment #3 - Amplify Our Impact through Strategic Partnerships**



● On Track 7 (100%)

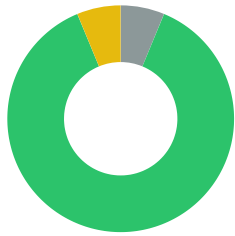
**Goal 3.1 - Engage HACC in broader, strategic partnerships**

Level	#	Name	Status
Objective	3.1.1	Deepen community and regional engagement.	On Track
Objective	3.1.2	Collaborate with regional employers and workforce development organizations, to co-develop training programs and increasing student placement rates in high-demand industries.	On Track

**Goal 3.2 - Improve accessibility to education and jobs**

Level	#	Name	Status
Objective	3.2.1	Provide scholarships to support student success and completion.	On Track
Objective	3.2.2	Partner with community organizations to remove barriers to education, provide non-academic supports that promote student growth and development, and foster engagement in activities that connect students to services, enhancing success and retention.	On Track
Objective	3.2.3	Foster a sustained and meaningful culture of alumni engagement.	On Track

**Commitment #4 - Ensure HACC's Long Term Sustainability**



- Not Started 1 (6%)
- On Track 14 (88%)
- Off Track 1 (6%)

**Goal 4.1 - Strengthen the college's financial capacity to sustain operations and ensure long-term resilience**

Level	#	Name	Status
Objective	4.1.1	Maintain the capacity for financial flexibility and viability.	On Track
Objective	4.1.2	Develop collegewide strategic enrollment management plans to enhance enrollment and retention.	On Track
Objective	4.1.3	Optimize academic scheduling.	On Track
Objective	4.1.4	Optimize resource allocations toward high-impact programs and services.	On Track

**Goal 4.2 - Ensure Accountability and Transparency**

Level	#	Name	Status
Objective	4.2.1	Ensure compliance with external regulations, standards, third-party/vendor agreements, and technological advancements.	On Track
Objective	4.2.2	Financial Audits	On Track
Objective	4.2.3	Ensure multi-year budgeting process is proactive, inclusive and aligned to the Strategic Plan.	Not Started
Objective	4.2.4	Mitigate institutional risk by implementing an updated continuity of operations plan.	Off Track
Objective	4.2.5	Fortify institutional cybersecurity through expanded and robust protections	On Track

**Goal 4.3 - Advance Technology and Infrastructure**

Level	#	Name	Status
Objective	4.3.1	Transform how existing systems are used to drive process improvements	On Track
Objective	4.3.2	Advance HACC's data governance model.	On Track
Objective	4.3.3	Assess campus facilities and technology for ongoing improvement.	On Track
Objective	4.3.4	Adopt sustainable practices in operations and infrastructure.	On Track