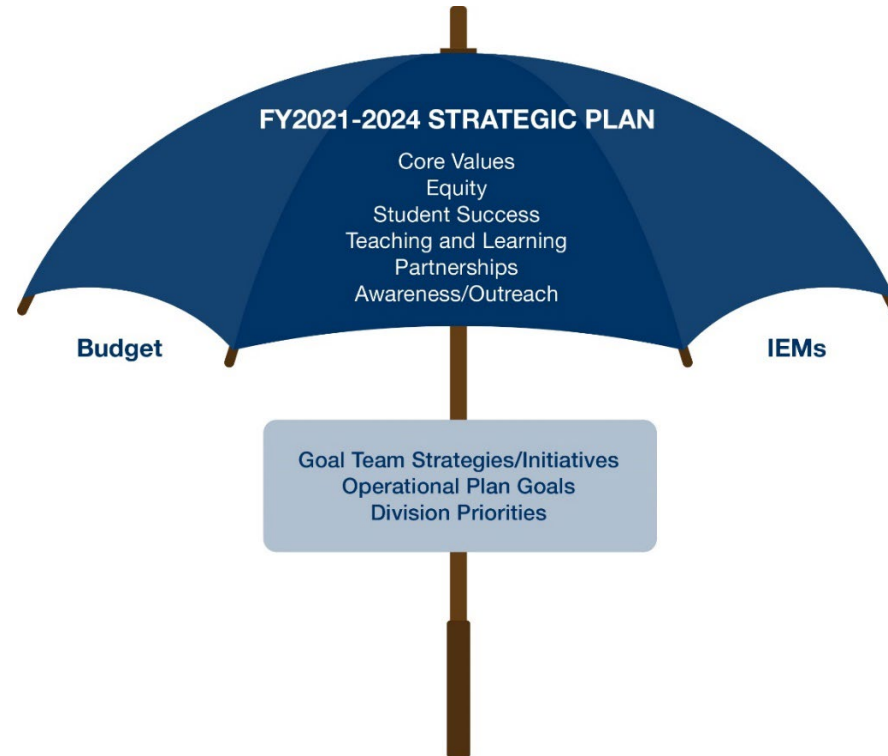


FY 2024 Operational Plan

The Harper College Operational Plan delineates the operational goals to be completed during the identified fiscal year. The Operational Plan is one component of the College's integrated planning approach focused on carrying out the College mission and living the core values. Each of the College's Operational Goals aligns with a Strategic Plan goal. As the foundation for all planning at the College, the four-year Strategic Plan and its six goals serve as the overarching umbrella or guiding plan for the development of the Operational Plan.



In the Operational Plan document, the Operational Goals are organized under the strategic goal they support. Identified for each goal are those responsible for achievement of the goal, the institutional alignment which identifies the Institutional Effectiveness Measure (IEM), Higher Learning Commission (HLC) criterion, and institutional shared governance committee associated with the goal, and the fund in which the goals activities are budgeted. Tasks are identified for each goal, and performance is tied to the evaluation of the responsible parties.

Strategic Goal: Enhance awareness of and access to Harper College programming, resources, events, and partnerships.

Operational Goal		Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
1.	Increase engagement in Harper College programs and activities.	Laura Brown Kim Pohl Amie Grainger Mike Barzacchini Donna Harwood Patrick Kelly Ruth Williams Bob Parzy Nicci Cisarik De Jesus Joanne Ivory Rita Gura Kimberley Polly Yolonda Barnes Jaime Riewerts Andrea Fiebig	IEM: Enrollment, Persistence, Post-Harper Employment	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Implement month-long “give back” collaboration for community, service organizations, and schools by December 2023. • Develop a speaker series with partners to expand the awareness and outreach of Harper College by December 2023. • Produce the College Tour show with Amazon Prime by December 2023. • Update the Areas of Interest (AoI) webpages to increase visibility and usage by June 2024. • Implement strategies to increase the number of dual credit high school students who enroll in Harper College post-graduation by June 2024. • Identify gaps in translation needs by June 2024. • Increase conversion rate of noncredit adult students in Continuing Professional Education (CPE), High School Equivalency (HSE), and English as a Second Language (ESL) programs to credit bearing opportunities by five percentage points, from 6% to 11%, by June 2024. 				

Strategic Goal: Implement practices that promote Harper’s core values of respect, integrity, collaboration, and excellence.

Operational Goal		Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
2.	Enhance campus climate, culture, and organizational excellence.	Darlene Schlenbecker Kathy Coy Matt McLaughlin Deann Surdo Rob Galick Tony Butler Amanda Duval Bob Grapenthien Riaz Yusuff Regan Myers Gloria Plaza Brian Thomason Laura Brown Maria Coons Tamara Johnson Jeff Julian Michele’ Smith Ruth Williams	HLC Criterion: Integrity: Ethical and Responsible Conduct; Institutional Effectiveness, Resources and Planning Shared Governance: Human Resources and Wellness Committee; Technology Committee; Strategic Planning & Accountability Committee	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Implement recommendation from initiative fatigue/redundancies groups by December 2023. • Develop timeline, measures, and communication plan for the College’s Technology Strategic Plan by December 2023. • Complete internal pay equity study by June 2024. • Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis in preparation for future planning by June 2024. • Ensure completion of activities related to the FY2021-2024 Strategic Plan by June 2024. • Implement environment of care risk management practices on campus by June 2024. • Complete update of the Administrative Procedures manual by June 2024. • Implement phase one of a College data strategy/ecosystem plan by June 2024. • Implement strategies to improve campus culture and climate, based on Personal Assessment of the College (PACE) and Cultural Values Assessment (CVA) results, by June 2024. 				

Strategic Goal: Build institutional capacity to support equity, diversity, and inclusion.

	Operational Goal	Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
3.	Create a sustainable, institutional commitment to Diversity, Equity, and Inclusion (DEI).	Tamara Johnson Brittany Barber Rob Galick Nancy Medina Stephen Peterson Amanda Duval Bev Riley Megan Dallianis Keith Goode Ruth Williams Kathy Coy Riaz Yusuff	IEM: Faculty Diversity, Employee Diversity HLC Criterion: Mission; Integrity: Responsible and Ethical Conduct Shared Governance: Diversity, Equity, and Inclusion Committee, Human Resources and Wellness Committee	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Implement a campus-wide response team to recommend response procedures for addressing injustices locally, nationally, and internationally by December 2023. • Conduct a facilities accessibility audit with an Americans with Disabilities Act (ADA) compliance officer by June 2024. • Implement sustainable practices guided by <i>Transforming Community Colleges to be Equity Centered</i> framework to include diversity, equity, and inclusion (DEI) information in orientation processes for students and employees by June 2024. • Integrate DEI competencies into performance reviews and promotion processes, in collaboration with union leaders, by June 2024. • Launch a revised Diversity Scorecard by June 2024. • Develop an updated College equity plan in compliance with state requirements by June 2024. 				

Strategic Goal: Advance relationships among education, community, and workforce partners.

	Operational Goal	Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
4.	Increase engagement with partners.	Jeff Julian Bob Parzy Laura McGee Darlene Schlenbecker Kathy Coy Michele' Smith Scott Cashman Tom Cassell Darice Trout Ruth Williams Darice Trout Joanne Ivory Rita Gura Maria Coons Susanne Brock Matt McLaughlin	IEM: Persistence, Completion, Post-Harper Employment	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Implement legislative engagement plan to advance College priorities by June 2024. • Ensure campus-wide compliance related to new legislation by June 2024. • Conduct assessment of the external environment through an Environmental Scan by June 2024. • Increase employer participation and engagement from an average of 2.2 to an average of 2.31, a 5% increase, by June 2024. • Implement strategies to increase Harper's educational services in the areas of job placement and workplace connectedness by June 2024. • Expand use of the Business and Industry Leadership Team (BILT) concept to strengthen relationships with employers for at least five career programs by June 2024. • Develop an action plan for the College based on participation in the Achieving the Dream (ATD) Community Vibrancy Cohort by June 2024. 				

Strategic Goal: Identify and remove barriers to student success.

Operational Goal		Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
5.	Implement strategies that decrease equity gaps and increase persistence/completion.	Ruth Williams Mike Bates Bob Parzy Michael Shaw Rob Galick Bob Grapenthien Steve Petersen Nancy Medina Darlene Schlenbecker Kathy Coy Matt McLaughlin Deann Surdo Megan Dallianis Mary Kay Harton Christopher Maxwell Yolonda Barnes Rita Gura Joanne Ivory Kimberley Polly Jaime Riewerts	IEM: Credit Accumulation, Persistence, Graduation HLC Criterion: Teaching and Learning: Evaluation & Improvement	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Submit HLC Quality Initiative Proposal by December 2023. • Pilot new customer relationship management (CRM) predictive analytics module by December 2023. • Facilitate the request for proposal (RFP) process for food service by December 2023. • Assess student financial wellness through the Trellis survey by December 2023. • Complete Building A v2.0 plan by June 2024. • Assess student engagement through the Community College Survey of Student Engagement (CCSSE) by June 2024. • Conduct internal educational campaign around Department of Education financial aid changes by June 2024. • Implement measures to increase Start Smart compliance, for students who fall within the Start Smart policy, by two percentage points, from 63% to 65% by June 2024. • Examine current initiatives to determine effectiveness in reducing equity gaps by June 2024. • Implement select recommendation(s) from external consultant to improve the student experience by June 2024. 				

Strategic Goal: Implement innovative and inclusive teaching and learning.

Operational Goal		Responsibility	Institutional Alignment	Budgeted In/ Resources Needed
6.	Implement programs, initiatives, and practices that foster and strengthen innovative and inclusive education.	Ruth Williams Mike Bates Yolonda Barnes Rita Gura Joanne Ivory Kimberley Polly Jaime Riewerts Bob Parzy Darlene Schlenbecker Kathy Coy Rob Galick Bob Grapenthien Maria Coons Susanne Brock	IEM: Credit Accumulation, Persistence, Graduation, Post-Harper Employment HLC Criterion: Teaching and Learning: Evaluation & Improvement	Education Fund
<p>Tasks:</p> <ul style="list-style-type: none"> • Develop new program in Cyber Security by December 2023. • Implement plan for 8-Week Program by June 2024. • Implement new Respiratory Care Program by June 2024. • Develop a plan for operationalizing HyFlex by June 2024. • Develop a new program in Aviation by June 2024. • Complete Illinois Community College Board (ICCB) recognition report and site visit by June 2024. • Operationalize Strengthening Community Colleges (SCC3) grant year one activities by June 2024. 				