Annual Action Plan

Strategy Team: Increase the number of certificate and degree completers.

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Strategy Year: Year One

Goal Supported: Increase completion and achievement of all students with a focus on underperforming student groups.

Target Population   Students who are seeking a degree or certificate.

Brief description of strategy: Develop a plan outlining activities targeted to specific groups of students to ensure attainment of 10,604 additional degree/certificate completers by 2020.

Expected Outcomes (What changes do you expect as a result of this strategy?):
⬥ Increase the percentage of students who successfully complete coursework requirements and progress towards degree/certificate completion.

Action Steps/ Tasks What will be done?	Responsibility Who will do it?	Timeline When will it begin and when will it be completed?	Resources What additional resources do you need?	Partners (Internal/External) Who will need to be involved to carry out this task/step?	Challenges What challenges or barriers do you anticipate?	Communication How will you communicate this task/step to your partners?	Accomplishments What will this task/step accomplish?
Develop an implementation timeline across four years inclusive of budgetary and resource implications.							In Progress

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Create a process to promote more communication with and education of our students about the benefits of completing a certificate or degree and continuing on to create a long-term career plan.
 	
Develop advising and counseling protocols in collaboration with faculty, department chairs and the Registrar's Office to increase awareness.
	-Marketing Services
	-Program chairs and coordinators
	-Counselors
		Initial steps have been taken to communicate with students on certain aspects of this initiative. A more comprehensive plan will be developed later in the Spring term.
		
		Plans will be implemented in different stages beginning with Spring 2011
		-Tentative time frame is as follows (see "Accomplishments"):
		    -End of May 2011
		    -End of August 2011
		-Fall 2011
			Marketing resources will need to be identified to carry out some of the more strategic tasks.
			
			Will need a full time dedicated staff resources to maintain and update communication vehicles.
				Internal:
				-Registrar's Office
				-Career Center
				-Student Financial Assistance
				-IT
				-Recruitment and Outreach
				
				External:
				-High School Counselors
				-Advisory Committees
				-Transfer Coordinators (Universities)
					Availability of staff resources.
					
					Ability to positively influence student follow through/action.
					
					Ensuring that all students are receiving and responding to Harper's communications
						-Harper's Web page
						-Internal/ External Meetings
						-Counselor Update Meetings
						-Chairs and Coordinators' Meetings
						-Deans Council
						-Provost Council
						-Division Meetings
						-Faculty Orientation Meetings
						-Student Portal
						-E-mails
						-Targeted Communication Pieces.
							Clarify procedures that students will need to follow to receive credentials (develop step-by-step process) by May 2011.
							
							Identify various groups of students who could benefit from a degree or certificate and determine how to work with each group (create flow chart) by August 2011
							
							Develop communication strategies targeted to each of the student groups involved by Fall 2011

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Determine the options within Banner to monitor progress of degree/certificate-seeking students including: • Investigating procedures to automate tracking processes to minimize manual interventions wherever possible • Enhancing capabilities and transparency regarding the evaluation of transfer credit. • Consider eliminating the need to petition for graduation. • Explore the possibility of a self-service degree audit, so that students can access this information on their own and see how close they are to completing a degree or certificate. • Create a (short-term) web-based form to allow students to request a degree audit that can be emailed back until the self-service option is in place. **Revised 10/21/2011**	-Chairs and Coordinators -Registrar's Office --CNSO -Deans (Specific tasks to be divided up among these groups)		-Marketing, IT, and other staff resources will need to be identified (with tasks specified for each department)	Counseling	Lack of staff resources Ability to articulate processes in a simple, direct way.	**Students:** -Email -Student portal -Harper website -Explore newer technologies to reach students (Twitter, YouTube, texting) -Student focus groups Student communication needs to be short and to the point Emphasize benefits of earning a degree or certificate **Staff:** -Regularly established meetings (include on agenda)	

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Develop partnerships/agreements with adult-friendly 4-year schools to make it easier for Harper graduates to enter their programs and work towards a Bachelors degree Examine a more open and defined arrangement by which four-year schools can communicate with us about any of their current students who previously attended Harper and who intend to transfer credits back to Harper to finish degrees.	Enrollment Services Student Development Program chairs and coordinators	Started the process of exploring Dual Degree opportunities with Roosevelt University. Once fully developed and successfully implemented, other institutions will be approached to expand opportunities. Begin assessment of the effectiveness and accuracy of transfer agreements in place at Harper during the Fall semester of 2011. Develop a user-friendly, web-integrated process through which students can identify existing partners and programs in early Spring of 2012. Continue efforts to expand the U-Select course transferability site. Using "Request Import" students can very easily import all of their Harper course history into u.select which they then can use to see how those courses/credits would apply to other institutions. It is expected that this import feature will be available for our students by the end of the spring semester.	Staff, financial and marketing resources will need to be identified (with tasks specified for each department)	(Internal) -Marketing -Students (External) -Four-year schools	Lack of willingness from four-year institutions to articulate programs. Overcoming the mindset of students who have limited academic and career expectations and/or knowledge. Possible resistance from some faculty members due to lack to time and resources	-Harper's Web page -Internal/ External Meetings -Counselor Update Meetings -Chairs and Coordinators' Meetings -Deans Council -Provost Council -Division Meetings -Faculty Orientation Meetings -Student Portal -E-mails Targeted communication pieces.	Increase opportunities for dual degree programs. Develop a user-friendly, web-integrated process through which students can identify existing partners Assess the availability of transfer agreements currently in place at Harper. Continue efforts to expand the U-Select course transferability site.

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Increase awareness of high school students who seek to obtain degree credentials about the benefits of attaining a two-year degree certification prior to transferring to a four-year institution (particularly with those where formal articulation agreements are in place).	Enrollment Services Student Development	Increase awareness among high school students of the educational options available to them (such as transfer degrees, career programs, degrees and certificates) and how to determine what is a good fit for them as individuals in order to make informed decisions and begin transitioning into a college environment. Internal collaboration with the Aspiration Goal Team will begin early Fall 2011. Develop an interactive admissions module that allows students to navigate through the different options available at Harper beginning Spring 2013 (this may be delayed due to other system modifications related to ATD Strategies – Placement for Success).	Staff, Financial and Marketing resources will need to be identified (with tasks specified for each department)	-High School Counselors, -Guidance, Career, - College Counselors -Principals - Superintendents	Timely collaboration with High Schools.	Harper's Web page -Internal/ External Meetings -Counselor Update Meetings -Chairs and Coordinators' Meetings -Deans Council -Provost Council -Division Meetings -Faculty Orientation Meetings -Student Portal -E-mails -Targeted Communications	Increase awareness among high school students of the educational options available to them (such as transfer degrees, career programs, degrees and certificates). and how to determine what is a good fit for them as individuals in order to make informed decisions and begin transitioning into a college environment. Develop an interactive module regarding the admissions process allowing students to navigate through the different options available at Harper.

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Explore the possible ways to award college credit for life or work experience through portfolios, exams, proficiency and/or other methods available -- How can we make this process easier for faculty members? There is no system in place to <u>show</u> students how to get credit for what they already know.	Academic Affairs -Faculty, -Enrollment -Services -Student Development	Follow through on previously developed Credit for Prior Learning document that references ways in which students may be able to obtain credit for previous work completed (see attached). The process of increasing opportunities for faculty to develop standards for granting credit for learning across departments will take a considerable amount of time and should be phased in as faculty/departments develop or firm up processes. The goal is to have initial conversations with faculty in early fall 2011. Provide the proper means for students to obtain credit for prior learning through a systematic process that clearly delineates each method specifically by Fall 2012.	Staff, IT, financial and marketing resources will need to be identified (with tasks specified for each department)	-Academic Affairs -Faculty, -Enrollment -Services -Student Development	Possible resistance from some faculty members due to lack to time and resources	Harper's Web page -Internal/ External Meetings -Counselor Update Meetings -Chairs and Coordinators' Meetings -Deans Council -Provost Council -Division Meetings -Faculty Orientation Meetings -Student Portal -E-mails -Targeted Communication pieces.	Follow through on previously developed Credit for Prior Learning document that references ways in which students may be able to obtain credit for previous work completed. (see attached). Increase opportunities for faculty to identify courses and methods for granting credit for prior learning. A standard should be created across the institution rather than having individualized methods among different departments. Provide the proper means for students to obtain credit for prior learning through a systematic process that clearly delineates each method specifically.

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Assess the availability of online degrees and certificates, develop increased opportunities for faculty to create and/or expand more online offerings that would lead to a credential and explore becoming part of the "hub" that the American Association of Community Colleges is creating to market online degree options.							

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Design methods of evaluation with Data Team and Institutional Research and establish an ongoing plan for evaluating and assessing student outcomes	IR Enrollment Services Academic Affairs Student Development Marketing	Year / 2008 / 2009 / 2010 / 2011 / 2012 / 2013 / 2014 / 2015 / 2016 / 2017 / 2018 / 2019 / 2020 / **Total**	Degrees / 2288 / 2401 / 2519 / 2643 / 2774 / 2910 / 3054 / 3205 / 3362 / 3528 / 3702 / 3885 / 4076	Growth / / 113 / 231 / 355 / 486 / 622 / 766 / 917 / 1,074 / 1,240 / 1,414 / 1,597 / 1,788 / **10,604**	Percent / / 4.93% / 9.63% / 14.11% / 18.37% / 22.44% / 26.32% / 30.01% / 33.53% / 36.89% / 40.08% / 43.13% / 46.03%	Staff, IT, Financial and Marketing resources will need to be identified (with tasks specified for each department)	IR Enrollment Services Academic Affairs Student Development Marketing		Harper's Web page -Internal/ External Meetings -Counselor Update Meetings -Chairs and Coordinators' Meetings -Deans Council -Provost Council -Division Meetings -Faculty Orientation Meetings -Student Portal -E-mails	Evaluate progress towards targeted goals on a term by term basis to be sure goals are being meet. Consider adjustments to goals as appropriate.

Strategy sustainability (If this strategy is successful, how will it be sustained after the initial pilot phase?):

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