

ForwardTogether

STRATEGIC PLAN FY2021-2024

Strategic Plan Accomplishments

Below is a summary of the 2021-2024 Strategic Plan accomplishments.

Awareness and Outreach: Enhance awareness of and access to Harper College programming, resources, events and partnerships.

Overall accomplishments:

- Developed a definition of outreach and implemented a holistic outreach plan with several initiatives.
 - Sponsorship / Marketing Initiative
 - Outreach Supply Fund
 - Outreach Specialists
 - Career Directions Continuing Professional Education (CPE) Course
 - Virtual Campus Tour
 - The College Tour Amazon Prime TV Series
- Developed educational materials and activities on Harper's key programs and services.
 - A monthly feature in InsideHarper called "Get to Know" highlights various programs, services and resources at Harper.
 - Marketplace event held before the President's Collegewide meeting hosts information tables to help faculty and staff better understand programs and departments at Harper.
- Increased usage of college services and resources by external audiences through outreach events, marketing in business publications, and securing sponsorships.
 - Increased Adult Education Development (English as a Second Language and High School Diploma (HSE) applications) 76% increase from FY2022 to FY2024.
 - Increased youth engagement events by 70% from FY2019 to FY2024.
 - Increased number of information tables at Schaumburg Business Association (SBA) events by 33% from FY2019 to FY2024.
 - Increased from a one-eighth page ad in FY2019 to a full-page ad in FY2024 in the annual SBA Business Guide.
 - Increased usage of the Dental Hygiene Clinic by 32% from FY2019 to FY2024.
- Increased involvement in community events on campus and launched new events.
 - Annual Science, Technology, Engineering, the Arts, and Mathematics (STEAM) Fair with Microsoft and Barrington Council for the Gifted and Talented
 - Eclipse @ Harper Event
 - 2024 Juneteenth Suburban Block Party
 - Harper Trunk and Treat
 - Annual Harper Experience Day
 - Greater O'Hare Association (GOA) Regional Business Association Job Fair

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

Overall Accomplishments:

- Developed a philosophy of professional development.
- Continued to offer Professional Development Day and developed and launched the “Growing at Harper” professional development opportunity that includes three programs.
 - Supervising the Harper Way
 - Leading the Harper Way
 - Enriching the Harper Way
- Developed and offered advanced degree options for employees including a Curriculum Leadership, Equity, and Social Inquiry doctoral program in partnership with Northern Illinois University.
- Increased student satisfaction and sense of belonging through events sponsored by Student Engagement.
 - Black Entrepreneurship Day
 - Neon Night
 - Asian Pacific Islander Desi American (APIDA) Heritage Month Celebration
 - Checkpoint Day
 - New Student Convocation
- Increased employee satisfaction, recognition, and sense of belonging through several initiatives.
 - Spirit Days
 - Harper Helps
 - Dress for Your Day
 - 3-2-5 hybrid work schedule
 - Caught Collaborating
- Improved the value placed on professional development and increased availability of professional development opportunities as reported by employees in the 2022 Personal Assessment of the College Environment employee climate survey.
- Developed a dashboard in Nuventive to track strategic plan activities and progress on targets and measures.

Equity: Build capacity to support equity, diversity, and inclusion.

Overall Accomplishments:

- Developed an Equity statement and revised Harper’s Diversity statement.
- Collaborated with local school districts to form an Equity Literacy Project Community of Practice to yield a definition of Inclusion.
- Developed rubrics to review both new and existing policies and practices.
 - Assessed the Board Policy Manual and approved recommended changes to avoid gender binary language and to use pronouns such as them and their in policies.
 - Assessed the Harper College Student Handbook and shared the executive summary with recommendations.
- Identified and provided education and training on Diversity, Equity, and Inclusion (DEI).
 - 89% of Harper employees completed the common DEI training as of FY2024.
 - Diversity, equity, and inclusion training is now included in all recently negotiated union contracts (Full-time Faculty, Adjunct Faculty, and Pro-Tech).
- Implemented programs and events to improve student DEI culture.
 - Guiding Learners to Intentionally Develop Efficacy (GLIDE)
 - Disability Symposium
 - I Rise, We Rise: Leading as a Woman of Color
 - Pride Fest
 - Native American Heritage Month
- Implemented programs and events to improve employee DEI culture.
 - Equity Dialogue Series that included three sessions: “What does it mean to have an equity mindset?”, “Why is racial equity particularly important?” and “What does equity look like in our day-to-day jobs?”. Over 400 employees attended these sessions.
 - Leveraging Equity in Academia through Diversity (LEAD) Faculty Fellows program
 - Justice, Equity, Diversity, and Inclusion (JEDI) Faculty Fellows program
- Collaborated with the Partnerships goal team to enhance community relationships.
 - League of Women Voters
 - Great Lakes ADA (Americans with Disabilities Act) Center

Partnerships: Advance relationships among education, community, and workforce partners.

Overall Accomplishments:

- Identified Harper partnerships and applied rubrics to identify levels of engagement.
- Increased relationships in identified areas of focus (transportation, healthcare, technology, and business management) by 18.6%.
- Increased engagement levels for relationships by 28% in the identified areas of focus.
- Connected with five community organizations to increase resources on campus that aid in meeting student basic needs including food and housing insecurity, and mental health.
 - Northwest Compass
 - Cook County housing authority
 - All Saints Lutheran Church mobile food pantry
 - Ascension (Mental health)
 - Kenneth Young Center.
- Assessed student awareness of community organizations that provide basic needs support.
- Assessed the training needs of the workforce/community (including skills gaps) surrounding community education (CE) and community professional education (CPE) courses and implemented a multitude of new courses and programs to address needs.
 - Developed and implemented 93 new CPE courses/programs and 87 new CE courses.
- Identified five intended outcomes for relationships (by sector)
 - Commitment
 - Collaboration
 - Active interest
 - Improved outcomes
 - Overall satisfaction
- Assessed relationship outcomes and realized an increase in four of the five outcomes (commitment remained the same over time).

Student Success: Identify and remove barriers to student success.

Overall Accomplishments:

- Identified equity gaps in nine areas (aligned with the IEMs) and developed and implemented several initiatives to address these gaps.
 - ARC program creates a foundation for students of color to integrate into Harper and help students expand aptitudes and confidence. Early data indicate that 86% of ARC students are persisting from fall to spring, as well as earning more credits than non-ARC students.
 - Embedded Peer in-Course Coach (EPiCC) program provides support to students in developmental English to help increase completion. Success rates of Black, Latinx, First Generation, and Pell Eligible students in spring 2024 ENG 101 EPiCC sections were 0.7% to 13.3% higher than those students in non-EPiCC sections.
 - The Guiding Learners to Intentionally Develop Efficacy (GLIDE) mentorship program focuses on addressing the ongoing equity gaps experienced by Harper's Black and Latinx students. 100% of Black and Latinx student mentees and mentors who participated in the program in fall 2023 persisted to spring 2024, compared to 85.6% of Black and Latinx credential-seeking students who did not participate in the GLIDE mentorship program.
 - ESP 010 course allows English as a Second Language (ESL) students only needing writing instruction to access college-level English (ENG 101) through concurrent enrollment. Of students taking ESP010/ENG101 in fall 2023, 90% persisted to spring 2024 compared to ESL 074 students whose persistence was 85.5%.
- Reduced gaps by at least 20% in six of the nine identified areas.
- Increased overall graduation rates by 35%, from 33.7% to 45.6%.
- Implemented an educational campaign on the Hawks Care Resource Center that reached 13 academic divisions/student support offices with more than 700 faculty and staff participating.
- Identified new services and enhanced existing services that support student basic needs.
 - Created a personalized landing page on the student portal called "My Support Network" giving students access to Harper faculty and staff that are specific to their student needs.
 - Launched a Differentiated Care Communication Plan (case managed advising) focusing on outreach to students who are at higher risk of not persisting.
 - Acquired "Single Stop", a free mobile resource platform that connects students to personalized resources as well as an "I Need Help" feature in the MyHarper Portal.
 - Continued to offer Welltrack Boost that provides free, self-guided, online, and interactive way for students to manage their mental well-being. Harper College also partners with Welltrack Connect to help students find off-campus mental health care providers.
 - Continued the bike and ride share (Lyft) programs to assist students with transportation challenges.
 - Thrive @ Harper Well-Being Bash was held again in fall 2023 to spread awareness about mental health resources and other wellness resources at Harper and beyond.
 - Rebuilding and Expanding Learning and Career Center (LCC) Childcare Capacity, allows adult learners to attend classes by providing affordable childcare options.

Teaching and Learning: Implement innovative and inclusive teaching and learning.

Overall Accomplishments:

- Defined essential skills through the National Association of Colleges and Employers (NACE) Competencies.
- Assessed essential skills through a variety of approaches.
 - Harper's general education outcomes assessment process
 - LEAD Harper, student leadership series
 - Corporate mentorship program
 - Career Connection Days
 - Job Placement Resource Center (JPRC) programming
- Developed eight new programs that are responsive to student, workforce, and community needs.
 - Respiratory Therapy A.A.S
 - Aviation Management A.A.S.; Aviation Maintenance A.A.S.
 - Cybersecurity Certificate
 - Culinary/Hospitality (major revisions) A.A.S.
 - Bilingual Educator Endorsement Certificate
 - Cannabis Science and Therapeutics Certificate
 - Audio Video Arts Technology Certificate
- Improved the online course success rate from 64.3% (fall 2019) to 72.2% (fall 2023) surpassing the 4% target increase.
- 82 faculty earned the Ally Advocate badge
- Developed 8-week course offerings including one degree and three certificates for Cybersecurity, two degrees and one certificate for Aviation, and a Hospitality Management Program
- Defined Hyflex Learning as Flex Learning. Flex Learning courses offer students the flexibility to select between two or more options for how they participate in class sessions. These options may include face-to-face meetings on campus, or real-time synchronous online, or asynchronous online.
- Achieved the goal of 75% of full-time faculty participating in at least one professional development opportunity on interculturally competent pedagogies with 76% participating.
- Increased the number of value-added articulation agreements by 11.6%, from 251 to 280, surpassing the goal of 2%.
- Increased the number of University Center programs connected to Harper associate degree programs by 20% from 10 to 12, surpassing the 10% goal.