

Harper College Operational Plan for FY2018

The College's Operational Plan delineates the operational goals to be completed in FY2018. Each goal has an identified performance target, Executive Council lead, institutional lead, Priority/strategic plan/Title III/IEM/risk category, and fund in which its support activities are budgeted.

The Operational Goal categories for the FY2018 plan include:

Accountability, Institutional Effectiveness, Transparency and Governance:

Foster a culture of data informed decision-making and accountability by creating a system of effectiveness measures, outcomes assessment, strategic planning, evaluation and shared governance.

Communications, Community Relations and Foundation:

Build awareness of and community support for the College while enhancing its reputation through quality communications.

Diversity:

Create a campus climate that is supportive of cultural differences and respectful of all constituents.

Employee Relations:

Ensure employee recruitment, development and retention through appropriate processes.

Enrollment and Financial Assistance:

Develop and implement a cohesive set of strategies inclusive of recruitment, enrollment and retention to support enrollment goals for credit and non-credit programs; and provide financial aid to all eligible students.

Facilities:

Ensure appropriate facilities to meet the instructional and non-instructional needs of the College community.

Financial:

Effectively develop, plan and manage our financial resources.

Safety:

Ensure the safety of the Harper Community.

Student Success:

Operationalize student success initiatives.

Technology:

Support and enhance technology to meet the instructional and administrative needs of the College community.

Workforce Development/Economic Development:

Ensure Harper College provides workforce and entrepreneurial training and education and supports the region's economic health.

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Accountability, Institutional Effectiveness, Transparency and Governance:

Foster a culture of data informed decision-making and accountability by creating a system of effectiveness measures, outcomes assessment, strategic planning, evaluation, and shared governance.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
1	Ensure requirements of Higher Learning Commission (HLC) accreditation are met.	<p>Develop campus education and engagement plan by August 2017.</p> <p>Facilitate education and engagement activities by March 2018.</p> <p>Review updated Assurance Argument draft with campus community by November 2017.</p> <p>Collect and refine evidence for assurance argument by December 2017.</p> <p>Conduct mock site visit by December 2017.</p> <p>Prepare campus for site visit by February 2018.</p> <p>Submit Assurance Argument, Evidence File and Federal Compliance requirements by February 1, 2018.</p>	Maria Coons	Darlene Schlenbecker Julie Ellefson-Kuehn	<p><i>Strategic Plan:</i> Engagement, Inclusion, Achievement, Academic Planning & Pathways, Stewardship, Alignment of Employee Skills, Curriculum & Instruction, Student Experience</p> <p><i>Risk:</i> Graduation Rate/Outcomes Assessment/HLC</p>	Education Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		Host peer review team for comprehensive evaluation on March 5-6, 2018.				
2	Conduct Community College Survey of Student Engagement (CCSSE) and Community College Faculty Survey of Student Engagement (CCFSSE).	Administer surveys by February 2018. Receive results by April 2018. Create final reports by May 2018.	Maria Coons	Darlene Schlenbecker Kathy Coy	<i>Strategic Plan:</i> Inclusion, Curriculum & Instruction, Employee Skills	Education Fund
3	Ensure student learning outcomes assessment is conducted and results utilized to improve student success.	Complete the course-level assessment cycle for all departments by June 30, 2018. Complete the program-level assessment cycle for all instructional programs and student support/administrative units by June 30, 2018. Conduct a large scale assessment of at least one general education learning outcome by June 30, 2018. Conduct a follow-up assessment of one general education learning outcome by June 30, 2018. Evaluate outcomes of the 0 to 15 courses by June 30, 2018.	Judy Marwick Maria Coons	Darlene Schlenbecker Faon Grandinetti Jennifer Berne Kathy Bruce Kimberly Chavis Mary Beth Ottinger Kathryn Rogalski	<i>Strategic Plan:</i> Curriculum & Instruction <i>Risk:</i> Graduation Rate/Outcomes Assessment/HLC	Education Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
4	Provide the campus community with data on student outcomes “post-Harper.”	<p>Create report and disseminate results from Illinois Department of Employment Security (IDES) and the National Student Clearinghouse for the 2010 and 2011 cohorts by December 2017.</p> <p>Provide report on the next IDES and Clearinghouse cohorts by June 30, 2018.</p>	Maria Coons	Darlene Schlenbecker Kathy Coy	<i>Strategic Plan:</i> Achievement	Education Fund

Communications, Community Relations and Foundation:

Build awareness of and community support for the College while enhancing its reputation through quality communications.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
5	Increase donor development and major gift fundraising for the Promise Scholarship Program.	<p>Secure 50th Anniversary Gala support of \$900,000 by September 2017.</p> <p>Secure from donors an additional \$1,000,000 for the Promise Scholarship Program that would be matched by the Board, resulting in an additional \$2,000,000 by June 30, 2018.</p>	Laura Brown Ken Ender	Heather Zoldak	<p><i>Priority:</i> Fully Fund Promise Program</p> <p><i>Strategic Plan:</i> Stewardship</p>	Foundation
6	Offer the Resource for Excellence (RFE) grants	Award RFE funding (between \$80,000-\$100,000) by June	Laura Brown	Allison Grippe	<i>Strategic Plan:</i> Stewardship	Foundation

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
	supporting the strategic directions established by the College.	<p>30, 2018.</p> <p>Offer grant development workshops and one-on-one support to interested RFE applicants, reaching 15 people by February 2018 (an increase of 25% over FY2017).</p> <p>Attain 90% grant recipient attendance at post-award meetings by June 30, 2018.</p>				
7	Improve community outreach with key stakeholders in Harper's district.	<p>Develop Community Relations plan by July 2017.</p> <p>Implement Community Relations plan by August 2017.</p> <p>Sustain the number of potential students taking part in school tours at 4,300 by June 30, 2018.</p> <p>Increase the program and event options for school ambassadors from six to eight by September 1, 2017.</p> <p>Participate in a minimum of 10 events/activities (not including tours) per district for Ambassador Schools located</p>	Laura Brown	Brian Page Amie Granger	<p><i>Strategic Plan:</i> Engagement, Academic Planning & Pathways, Stewardship, Student Experience</p> <p><i>Risk:</i> Graduation Rate/Outcomes Assessment/HLC</p>	Education Fund Auxiliary Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<p>in District 15, District 21 and District 59 by June 30, 2018.</p> <p>Participate in a minimum of three events/activities (not including tours) per district for Ambassador Schools located in District 26 and District 220 by June 30, 2018.</p>				
8	Execute local, state and national media outreach.	<p>Create and/or facilitate 36 local stories that incorporate one or more key messages related to institutional communication goals of awareness, accountability and affordability by June 30, 2018.</p> <p>Ensure share of voice by exceeding local story count as compared to peer community colleges by June 30, 2018.</p> <p>Increase the number of national and trade journal articles by 6% from 17 to 18 by June 30, 2018.</p>	Laura Brown	Brian Page Kim Pohl	<i>Strategic Plan:</i> Engagement	Education Fund
9	Execute work plan to celebrate the College's 50 th Anniversary in FY2018.	<p>Complete institution-wide branding/website by July 2017.</p> <p>Involve 450 employees in the Celebration/Spirit Days Launch by August 2017.</p>	Laura Brown	Brian Page Donna Harwood Beverly Riley Mike Barzacchini Carolynn Muci Kim Pohl	<i>Strategic Plan:</i> Engagement	Auxiliary Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<p>Engage 300 students on the “official” anniversary date at Hullabaloo for Students Celebration by September 2017.</p> <p>Publish historical book by September 2017.</p> <p>Engage 250 employees in the Giving Back Week by October 2017.</p> <p>Reach all current, in-district subscribers with a <i>Daily Herald</i> insert by November 2017.</p> <p>Engage 1,300 people at Community Day which includes Founders’ Event, All Student/Faculty/Staff Reunion, College and Career Expo, Adult Learning Demos and Tours, by April 2018.</p> <p>Involve 250 students in the highlighted Campus Speaker Event by April 2018.</p> <p>Complete Graduation Closing Celebration by May 2018.</p>				

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		Execute Communications plan (internal, external, media) by May 2018.				
10	Continue to build a strong support base with elected and public officials by implementing a legislative engagement plan and involving Board members and other key individuals.	Attend 12 legislative functions with elected officials by June 30, 2018. Prepare three informational briefs to be distributed to elected officials in November 2017, February 2018 and May 2018.	Laura Brown	Brian Page Kim Pohl	<i>Strategic Plan:</i> Engagement	Education Fund
11	Support the work of the Community Task Force as they review long-term facilities' needs.	Package facilities improvement plan to prepare for input sessions by August 2017. Gather input from community on facilities improvement plan by December 2017. Report to the Community Task Force on findings from the input session by January 2018. Develop and execute a tracking survey by June 30 2018.	Maria Coons Laura Brown Michelé Smith	Brian Page Mike Barzacchini	<i>Strategic Plan:</i> Curriculum & Instruction, Student Experience <i>IEM:</i> Facilities	Education Fund

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Diversity:

Create a campus climate that is supportive of cultural differences and respectful of all constituents.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
12	Transition new Special Assistant to the President for Diversity & Inclusion.	<p>Design and implement onboarding plan by November 2017.</p> <p>Transition oversight of Diversity and Inclusion Dialogues by October 2017.</p> <p>Develop a plan to execute recommendations from FY2017 program review by December 2017.</p>	Michelé Smith	Pearl Ratunil	<p><i>Strategic Plan:</i> Inclusion, Employee Skills</p> <p><i>IEM:</i> Diversity</p>	Education Fund
13	Develop a Diversity & Inclusion Reward and Recognition program (i.e. a badge system) or a Leadership Certificate program.	<p>Collect data on Reward and Recognition programs at other institutions by October 2017.</p> <p>Work with a group of campus stakeholders to review the programs collected by February 2018.</p> <p>Develop a draft plan for a Reward and Recognition program by March 2018.</p> <p>Seek campus-wide input on program by May 2018.</p> <p>Present Diversity & Inclusion</p>	Michelé Smith	Pearl Ratunil	<p><i>Strategic Plan:</i> Engagement, Employee Skills</p> <p><i>IEM:</i> Diversity</p>	Education Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		Reward and Recognition program to the campus by June 30, 2018.				
14	Conduct comprehensive review of the Office of Diversity & Inclusion.	<p>Review diversity, inclusion and equity documents to ensure there is agreement with definitions and terminology by November 2017.</p> <p>Review diversity IEMs to ensure these targets/metrics continue to represent Diversity & Inclusion objectives/needs by March 2018.</p> <p>Develop completion report outlining findings of the comprehensive review by May 2018.</p>	Michelé Smith	Pearl Ratunil	<i>IEM: Diversity</i>	Education Fund
15	Develop (in collaboration with Human Resources) a recommendation for a Job Coaching and Job Shadowing program for the College.	<p>Review best practices for Job Coaching and Job Shadowing programs by December 2017.</p> <p>Host campus-wide input sessions by March 2018.</p> <p>Make recommendation to President's Cabinet by May 2018.</p> <p>Develop plan (in preparation for FY2019 launch) by June 30, 2018.</p>	Michelé Smith Ron Ally	Pearl Ratunil Roger Spayer	<i>IEM: Diversity</i>	Education Fund

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Employee Relations:

Ensure employee recruitment, development and retention through appropriate processes.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
16	Finalize a mutually satisfactory collective bargaining agreement with the IEA-NEA Harper 512 Association, Custodial-Maintenance Unit.	Complete contract and present contract for Board approval by June 30, 2018.	Ron Ally	Roger Spayer Darryl Knight	<i>Strategic Plan:</i> Stewardship	Education, Operations and Maintenance Funds
17	Finalize a mutually satisfactory collective bargaining agreement with ICOP Part-Time Community Service Officers Unit.	Complete contract and present contract for Board approval by June 30, 2018.	Ron Ally	Roger Spayer Paul LeBreck	<i>Strategic Plan:</i> Stewardship	Education, Operations and Maintenance Funds
18	Determine and implement any modifications to the College's employee health care benefit plan design.	Review with Board by August 2017. Communicate changes to all non-union and union employee groups by October 15, 2017. Execute changes by December 2017.	Ron Ally	Roger Spayer	<i>Strategic Plan:</i> Stewardship <i>IEM:</i> Instructional Cost	Education, Operations and Maintenance Funds
19	Review College's onboarding process and identify opportunities to develop, expand or deepen employee understanding of College culture, strategic goals and employee expectations.	Implement modifications or new modules by June 30, 2018.	Ron Ally	Roger Spayer	<i>Strategic Plan:</i> Engagement, Employee Skills	Education, Operations and Maintenance Funds

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
20	Review best practices for the development of a new performance evaluation instrument for administrators.	Complete review and make recommendation to President's Cabinet by January 2018.	Ron Ally	Roger Spayer	<i>Strategic Plan:</i> Employee Skills	Education Fund
21	Meet all FY2018 employer milestones to be compliant with the Affordable Care Act (ACA) or any legislative actions that may impact employee healthcare.	<p>In advance of the coming "Cadillac Tax" imposed by ACA or legislative changes to accomplish the following:</p> <ul style="list-style-type: none"> • Schedule quarterly strategy sessions with healthcare provider and broker to effectively and competitively consider benefit plan redesign by June 30, 2018. • Monitor impacts of any changes in legislation by June 30, 2018. • Provide updates to the President and Board as appropriate by June 30, 2018. • Communicate changes to all non-union and union employee groups by June 30, 2018, if applicable. 	Ron Ally	Roger Spayer	<i>Strategic Plan:</i> Stewardship	Education, Operations and Maintenance, Auxiliary, Restricted Purposes Funds

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Enrollment and Financial Assistance:

Develop and implement a cohesive set of strategies inclusive of recruitment, enrollment and retention to support enrollment goals for credit and non-credit programs; and provide financial aid to all eligible students.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
22	Maintain the scholarship allocation/award rate established in FY2017.	<p>Allocate 99% of fall scholarships by December 2017.</p> <p>Allocate 95% of spring scholarships by April 2018.</p> <p>Implement the scholarship cycle for 2018-2019 scholarships by March 2018.</p> <p>Allocate 98% of total scholarships and awards by June 30, 2018.</p> <p>Communicate with scholarship donors at least four times a year by:</p> <ul style="list-style-type: none"> • Hosting a stewardship event with scholarship recipients by June 30, 2018. • Sending a stewardship report by June 30, 2018. • Sending thank you notes 	Laura Brown	Heather Zoldak Lauren Chilvers	<i>Strategic Plan:</i> Inclusion	Foundation

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		by June 30, 2018. <ul style="list-style-type: none"> • Sending a Thanksgiving card by November 2018. 				
23	Decrease the cost of course textbooks.	Ensure 90% of faculty have submitted textbook orders eight weeks prior to the first day of the semester for fall, spring and summer by June 30, 2018. Create an electronically accessible list of required course textbooks for 95% of all course sections and make available to students seven weeks before the start of the semester for fall, spring and summer by June 30, 2018. Research open educational resources (OER) and present results to faculty at meetings and electronically by June 30, 2018.	Judy Marwick Ron Ally	David Richmond Jennifer Berne Kathy Bruce Kim Chavis Mary Beth Ottinger Kathryn Rogalski Mike Bates Bret Bonnstetter	<i>Strategic Plan:</i> Stewardship	Auxiliary Enterprises Fund, Education Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
24	Manage overall College enrollment.	<p>Minimize the projected 1.8% enrollment decrease by targeting the following audiences by June 30, 2018:</p> <ul style="list-style-type: none"> • Hispanic Population: Increase enrollment by 25 annualized FTEs via new efforts promoting targeted activities to students of Hispanic background in degrees and certificate programs. • New with Prior College: Increase enrollment by 40 annualized FTEs via new efforts being introduced promoting transfer credit or credit for prior learning. • Veterans: Increase enrollment by 15 FTEs through expansion efforts and opening of the Center for Student Veterans and Military-Connected Students. • Increase enrollment in the Fast Track Program by five FTEs. 	Judy Marwick Michelé Smith	Maria Moten Mike Barzacchini Bob Parzy Rebecca Lake Maggi Franks Jennifer Berne Kathy Bruce Kimberly Chavis Travaris Harris Mary Beth Ottinger Kathryn Rogalski Sheryl Otto Kris Hoffhines Darice Trout Mark Mrozinski Jennifer Brennan	<i>IEM: Student Persistence, Market Penetration</i> <i>Strategic Plan: Engagement, Inclusion</i>	Education Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<ul style="list-style-type: none"> • Increase enrollment in the Apprenticeship Program by 20 FTEs. • Increase enrollment in credit and non-credit programs at LCC by two FTEs. • Persistence: Increase fall to spring persistence of new degree-seeking students by .5% via introduction of point person or advisors to new degree-seeking students. 				
25	Improve dual credit programs and alignment.	<p>Collaborate with Northwest Educational Council for Student Success (NECSS) leadership to provide professional development opportunities to ensure high school and Harper departments offering dual credit meet at least once per year to discuss assessment and course outcomes by May 2018.</p> <p>Complete work with the NECSS – Power of 15 Committee on the procedural guidelines streamlining and</p>	Judy Marwick Michelé Smith	Maria Moten Jennifer Berne Kathy Bruce Mary Beth Ottinger Kathryn Rogalski Kimberly Chavis Brian Knetl	<i>IEM</i> : Market Penetration	Education Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<p>establishing timelines for dual credit processes and data exchange by May 2018.</p> <p>Increase overall high school penetration rate from 58.6% to 59.2 % by June 30, 2018.</p>				
26	Manage the transition of Promise students to Harper's campus.	<p>Develop long range plan and timeline with specific engagement points by September 2017.</p> <p>Develop an FY2018 and FY2019 communication plan by October 2017.</p> <p>Develop community service tracking protocol by May 2018.</p> <p>Develop case management process for Promise Scholars by March 2018.</p>	<p>Michéle Smith</p> <p>Judy Marwick</p> <p>Laura Brown</p>	<p>Travaris Harris</p> <p>Carolynn Muci</p> <p>Terese Craig</p>	<p><i>Strategic Plan:</i> Engagement, Inclusion</p> <p><i>IEM:</i> Student Persistence</p>	Education Fund

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Facilities:

Ensure appropriate facilities to meet the instructional and non-instructional needs of the College community.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
27	Create Canning Center in Buildings A/K for “One Stop” and other services.	Complete construction documents by June 30, 2018 pending release of current hold on project by State of Illinois by July 1, 2017.	Ron Ally	Darryl Knight Steve Petersen	<i>Priority:</i> Complete Buildings F, M, Canning Center <i>IEM:</i> Facilities	Operations and Maintenance (Restricted) Fund
28	Renovate Building F in accordance with Campus Master Plan.	Achieve substantial completion by November 2017. Begin move-in by January 15, 2018 (furniture, equipment, books, staff and temporary library). Open building by June 30, 2018.	Ron Ally Judy Marwick	Darryl Knight Brian Knetl	<i>Priority:</i> Complete Buildings F, M, Canning Center <i>IEM:</i> Facilities	Operations and Maintenance (Restricted) Fund
29	Renovate Building M to accommodate per the College’s vision for a new wellness, athletic and recreational facility.	Begin construction of elevated track by January 2018. Begin installation of fitness equipment by June 1, 2018. Achieve substantial completion by July 31, 2018.	Ron Ally Ken Ender Laura Brown Judy Marwick Michelé Smith	Darryl Knight Travaris Harris Mark Mrozinski Kathy Bruce Steve Petersen	<i>Priority:</i> Complete Buildings F, M, Canning Center <i>IEM:</i> Facilities	Operations and Maintenance (Restricted) Fund

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Financial:

Effectively develop, plan and manage our financial resources.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
30	Develop the College's annual financial budget and capital projects plan.	<p>Adopt the annual budget by the legally required due date of September 30, 2017.</p> <p>Provide year-to-date budget-to-actual updates to the Board at scheduled Committee of the Whole meetings by June 30, 2018.</p>	Ron Ally	Bret Bonnstetter	<p><i>Strategic Plan:</i> Stewardship</p> <p><i>IEM:</i> Instructional Cost</p> <p><i>Risk:</i> Internal Controls</p>	Education Fund
31	Complete an annual external financial audit for the College.	<p>Schedule and ensure completion of the Comprehensive Annual Financial Report (CAFR) by October 2017.</p> <p>Submit the completed CAFR to the Government Finance Officers Association for review by December 2017.</p>	Ron Ally	Bret Bonnstetter	<p><i>IEM:</i> Instructional Cost</p> <p><i>Risk:</i> Financial Aid, Data Integrity, Internal Controls</p>	Audit Fund Education Fund
32	Advance refunding of Series 2009A Bonds.	<p>Evaluate if refunding the 2009A Bonds is beneficial for taxpayers by December 2017.</p> <ul style="list-style-type: none"> • If yes, complete a refunding of the Series 2009A Bonds by March 2018 with targeted total future savings to our district's taxpayers of \$4 million or more. 	Ron Ally	Bret Bonnstetter	<p><i>Strategic Plan:</i> Stewardship</p>	Bond and Interest Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
33	Complete a Request for Proposal (RFP) process for the bookstore.	Complete RFP process for operations of the bookstore and select a vendor by April 2018.	Ron Ally	Bret Bonnstetter Rich Seiler	<i>Strategic Plan:</i> Stewardship, Student Experience	Auxiliary Enterprises Fund
34	Develop strategies that help contain the cost/credit hour.	Complete a plan that outlines strategies to contain costs associated with the cost/credit hour by December 31, 2017. Increase the average class fill rate to 80% (from 79.5%) by June 30, 2018.	Ron Ally Judy Marwick	Bret Bonnstetter Jennifer Berne Kathy Bruce Kim Chavis Mary Beth Ottinger Kathryn Rogalski	<i>Strategic Plan:</i> Achievement, Stewardship <i>IEM:</i> Instructional Cost	Education Fund

Safety:

Ensure the safety of the Harper Community.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
35	Exercise the College's Emergency Operations Plan (EOP) by conducting an emergency exercise and drill.	Conduct an emergency exercise of the EOP by June 30, 2018. Hold a campus-wide tornado drill by June 30, 2018.	Ron Ally	Paul LeBreck Sara Gibson	<i>Risk:</i> Crisis Communication, Disaster Preparedness	Education Fund
36	Ensure compliance with required employee Federal training for Title IX, Clery Act, Violence Against	Develop an online tutorial for all employees by June 30, 2018.	Ron Ally	Sara Gibson Bev Riley Travaris Harris	<i>Strategic Plan:</i> Student Experience	Education Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
	Women Act and the Illinois Preventing Sexual Violence in Higher Education Act.	<p>Pilot and evaluate effectiveness of primary prevention training for all students taking courses by June 30, 2018.</p> <p>Conduct an all campus event during April's Sexual Assault Awareness Month by April 2018.</p>			<i>Risk:</i> Title IX	
37	Increase awareness of Copyright Compliance to reduce risk and liabilities to the College.	<p>Develop an e-learning module for training and awareness of copyright laws and College procedures by December 2017.</p> <p>Complete training for a pilot group by June 30, 2018.</p>	Ron Ally Judy Marwick	Sara Gibson Mike Bates	<p><i>Risk:</i> Copyright Infringement</p> <p><i>Strategic Plan:</i> Employee Skills</p>	Education Fund
38	Reduce the risk to minors on campus.	Establish a procedure with Palatine Park District and Centers for minors using the pool and fitness center by June 30, 2018.	Judy Marwick Ron Ally Michelé Smith	Travaris Harris Mark Mrozinski Sara Gibson	<i>Risk:</i> Minors on Campus	Education Fund

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Student Success:

Operationalize student success initiatives.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
39	Complete the ICCB program review process.	Conduct 27 program reviews resulting in program improvement plans by June 30, 2018: <ul style="list-style-type: none"> • Mathematics • Remedial/Developmental Mathematics • Business Administration & Business Management & E-Commerce • Emergency & Disaster Management • Maintenance • Fire Science • Culinary Arts & Bread/Pastry Arts & Food Services Management • Architecture 2-CAD • Supply Chain • Procurement • Administrative Assistant & Office Assistant • Diagnostic Cardiac Sonography • Diagnostic Medical Sonography • Dental Hygiene • Dietetic Technician 	Judy Marwick Maria Coons Michelé Smith	Jennifer Berne Mary Beth Ottinger Kimberly Chavis Travaris Harris Njambi Kamoche Maria Moten Kathryn Rogalski Sheryl Otto Darlene Schlenbecker Kathy Coy	<i>Strategic Plan:</i> Curriculum and Instruction <i>Risk:</i> Graduation Rate/Outcomes Assessment/HLC	Education Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<ul style="list-style-type: none"> • Emergency Medical Services • Radiologic Technology • Cardiographic Technology • Computer Science • Job Placement Resource Center • Tutoring Center • Writing Center • Success Services • Academy for Teaching • International Students Office • Honors • Career Development Center 				
40	Implement new programming in credit and non-credit areas.	<p>Admit 25 students into the new Surgical Technology program by August 2017.</p> <p>Develop curriculum for a Personal Training Certificate by February 2018.</p> <p>Begin offering HVAC curriculum for commercial systems by January 2018.</p> <p>Submit CAPTE accreditation candidacy application for the new Physical Therapy Assistant program by June 30,</p>	Judy Marwick Michéle Smith	Kathy Bruce Kimberly Chavis Rebecca Lake Mark Mrozinski Mary Beth Ottinger Kathryn Rogalski	<i>Strategic Plan:</i> Curriculum & Instruction	Education Fund Auxiliary Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		2018. Offer one-to-three new programs in Continuing Education by June 30, 2018.				
41	Implement new placement and professional development strategies to increase student success in developmental math and English.	Develop and implement new curriculum, Start Smart option, or placement policies that include interventions to improve success for students placing into MTH055 by May 2018. Improve developmental English education by offering professional development on the co-requisite ENG101 sections and the newly aligned developmental sequence by June 30, 2018.	Judy Marwick	Jennifer Berne Kathy Bruce	<i>Strategic Plan:</i> Curriculum & Instruction <i>IEM:</i> Developmental Education Success, Success in Gateway Courses	Education Fund
42	Implement Phase II of the Early Alert expansion.	Expand the Early Alert cohort to include 40% of new FTIC degree-seeking students which includes 100% of those with a developmental placement and 100% of those who are African American by September 2017. Integrate students' Early Alert data into the data warehouse and counselor dashboard by October 2017.	Judy Marwick Maria Coons Ron Ally	Sheryl Otto Patrick Bauer Darlene Schlenbecker Kathy Coy Matt McLaughlin	<i>Strategic Plan:</i> Engagement, Inclusion <i>Title III:</i> Early Alert, Student Analytics	Strategic Funds

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
43	Increase the number of students with an electronic educational plan.	Ensure that 90% of students completing a Start Smart experience in fall 2017 or spring 2018 develop an electronic educational plan to completion in Degree Works by May 2018.	Judy Marwick	Sheryl Otto Jen Olsen Brian Knetl Matt McLaughlin	<i>Priority:</i> First Year Seminar and Educational Plan <i>Strategic Plan:</i> Engagement <i>Title III:</i> Start Smart, Educational Planning, Portal/MyPlan	Education Fund Title III
44	Increase the number of degree and certificate completers.	Exceed established goal of 3,702 completers by 185 (.05%) by June 30, 2018.	Judy Marwick	Maria Moten	<i>Strategic Plan:</i> Achievement <i>IEM:</i> Annual Completions, Advancement Rate	Education Fund
45	Implement new advising structure.	Provide assigned advisors/ counselors for 3,000 credential-seeking students by February 1, 2018.	Judy Marwick	Sheryl Otto Vicki Atkinson Kris Hoffhines	<i>Priority:</i> Student Advocate/Coach <i>Strategic Plan:</i> Engagement, Achievement, Academic Pathways & Planning, Student Experience <i>IEM:</i> Student Persistence	Education Fund
46	Implement Areas of Interest program.	Revise the Harper website to reflect the Areas of Interest structure for spring 2018 registration.	Judy Marwick	Kathy Bruce Darice Trout Brian Knetl	<i>Priority:</i> First Year Seminar/Educational Plan	Education Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		<p>Convene teams to review sample transfer plans and revise as necessary by June 30, 2018.</p> <p>Develop at least one First Year Seminar course or Start Smart experience for each Area of Interest by June 30, 2018.</p>			<p><i>Strategic Plan:</i> Engagement, Achievement, Academic Pathways & Planning, Student Experience</p> <p><i>IEM:</i> Student Persistence</p>	
47	Design a system to improve online courses.	<p>Create a plan to improve online courses by December 31, 2017.</p> <p>Implement the review process for 10% of online courses by June 30, 2018.</p> <p>Increase enrollment by 1,500 credit hours from the Pearson online incumbent worker initiative.</p> <p>Train at least 30 new online instructors by June 30, 2018.</p> <p>Schedule and advertise at least four career certificates and the AAS and AA degrees in Business Administration in online formats to increase enrollment.</p>	Judy Marwick	Michael Bates	<p><i>Strategic Plan:</i> Achievement, Curriculum & Instruction, Student Experience</p> <p><i>IEM:</i> Student Persistence</p>	Education Fund

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Technology:

Support and enhance technology to meet the instructional and administrative needs of the College community.

	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
48	Complete the design and make progress in the build and implementation of a new Student Portal.	Complete the build of the new Student Portal, providing our students with integrated access to information and services by November 2017. Complete the Phase II implementation of additional components and/or functions of a new Student Portal by June 30, 2018.	Ron Ally Judy Marwick	Matt McLaughlin Maria Moten Sue Contarino	<i>Strategic Plan:</i> Engagement, Inclusion <i>Title III:</i> Educational Planning, Portal/MyPlan	Title III
49	Develop analytic models and reporting for student success.	Implement Civitas – Illume by October 2017. Implement Civitas – Inspire by June 30, 2018. Implement the Degree Works reporting module by June 30, 2018.	Ron Ally Maria Coons Judy Marwick	Patrick Bauer Katherine Coy Darlene Schlenbecker Sheryl Otto Regan Myers Matt McLaughlin	<i>Strategic Plan:</i> Engagement <i>Title III:</i> Holistic Assessment, Student Analytics <i>Risk:</i> Data Integrity	Strategic Funds
50	Implement Banner XE modules and/or functions.	Complete the implementation of Banner XE Document Management by January 2018. Complete the implementation of Banner XE Forms conversion, Student, Student AR and Financial Aid forms by April 2018.	Ron Ally Judy Marwick	Patrick Bauer Maria Moten	<i>Strategic Plan:</i> Inclusion, Achievement, Academic Planning & Pathways, Curriculum & Instruction	Restricted Purposes Fund

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	Goal	Target	Executive Council Lead	Institutional Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
		Complete the implementation of Banner XE Registration by June 30, 2018.			<i>IEM:</i> Information Technology	

Workforce Development/Economic Development:

Ensure Harper College provides workforce and entrepreneurial training and education and supports the region's economic health.

	Goal	Target	Executive Council Lead	Administrative Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
51	Increase the number of apprenticeship programs.	Create two new registered apprenticeship programs by June 30, 2018.	Michelé Smith Judy Marwick	Mark Mrozinski Rebecca Lake Kimberly Chavis Mary Beth Ottinger Kathryn Rogalski	<i>Strategic Plan:</i> Curriculum & Instruction <i>IEM:</i> Student Persistence, Advancement, Annual Completions	Education Fund Restricted Purposes (AAI DOL Grant)
52	Enhance the Continuing Education (CE) registration experience.	Implement new CE registration system by March 2018.	Michelé Smith Ron Ally	Mark Mrozinski Patrick Bauer	<i>Strategic Plan:</i> Student Experience <i>IEM:</i> Information Technology	Auxiliary Fund

Operational Plan FY2018

	Goal	Target	Executive Council Lead	Administrative Lead	Priority Strategic Plan Title III IEM/Risk	Budgeted In
53	Continue to implement Phase II of the University Center concept.	<p>Enroll 30 new student participants in University Center programs by June 30, 2018.</p> <p>Develop at least six additional on campus baccalaureate completion 2+2 or 3+1 program pathways by June 30, 2018.</p> <p>Develop and implement University Center launch event by December 2017.</p>	<p>Michelé Smith</p> <p>Judy Marwick</p>	<p>Mark Mrozinski</p> <p>Bob Parzy</p>	<p><i>Strategic Plan:</i> Academic Planning & Pathways, Achievement, Curriculum & Instruction, Student Experience</p> <p><i>IEM:</i> Annual Completions, Advancement Rate</p>	<p>Education Fund</p> <p>Auxiliary Fund</p>
54	Ensure successful integration of expanded motorcycle safety program.	<p>Secure adequate warehouse space to accommodate additional motorcycle inventory by December 2017.</p> <p>Integrate motorcycle registration into new CE registration system by March 2018.</p>	<p>Michelé Smith</p> <p>Ron Ally</p>	<p>Patrick Bauer</p> <p>Mark Mrozinski</p>	<p><i>IEM:</i> Information Technology</p>	<p>Auxiliary Fund</p>
55	Secure partnership with Pearson for distance learning delivery of workforce programs to incumbent workers.	<p>Finalize agreement for pilot program by July 15, 2017.</p> <p>Launch pilot program by September 2017.</p>	<p>Maria Coons</p> <p>Michelé Smith</p>	<p>Mark Mrozinski</p> <p>Maggi Franks</p>	<p><i>IEM:</i> Market Penetration</p>	<p>Auxiliary Fund</p>