Quality Program Summary
Highland Community College
Highland, Kansas

Quality Checkup Visit
March 25-27, 2009

Even while the HCC portfolio was being completed (submitted in November of 2007), it was being evaluated for the shortcomings it revealed. While the portfolio was being written, it was obvious that the College needed to implement data collection and management processes, a stronger strategic planning process, and methods for embedding continuous improvement in the culture.

Once the appraisal was received (February of 2008), those needs were confirmed, particularly the need for a stronger, more clearly defined strategic planning process. The College's AQIP Action Team dealt with those issues and sent the Strategy Forum Team to Lyle with those concepts firmly in mind, coupled with the lessons learned from the Action Project work to date. *Practical application of the lessons learned is noted in italics.*

Some Action Project topics (see Action Projects on Web site at www.highlandcc.edu, Parents/Friends in top directory, AQIP Accreditation, Action Projects) proved to be sticky wickets – Retention, Developmental Education – in that they were complex, institution-wide, never ending, and difficult to document specific results. The LESSON was to concentrate on more specific issues within the topic as Action Projects. *Subsequently, this year's Action Project dealing with Retention is to identify exactly what retention means to us: how are we going to define Retention, what data is needed, what are our goals, how are we going to measure it?*

The completion of an Action Project did not necessarily translate into effective implementation. The LESSON was to have success measures embedded in the project implementation. *Using external assistance, a marketing plan was developed, meeting the goal of the Action Project. However, that plan was beyond the financial scope (advertising costs) of the office responsible for implementing it. Consequently, another year was spent re-defining the plan to make it realistic and embed success measures.*

Three of the five Action Projects benefitted from outside help. The LESSON was to explore the availability/cost effectiveness of using external assistance greatly enhanced the success of the project. *The top priority coming out of the Strategy Forum was to implement a strategic planning process asap. Using this Lesson, the College contracted with an external consultant (Dr. Scott Epstein of Datatel) highly recommended by a sister Kansas institution, to lead us through a process to develop a strategic planning process. This recommendation was highly fortuitous, for, as luck would have it, Dr. Epstein was the team leader of our appraisal. Our request for his assistance was made when we were oblivious to that fact, so there was no collusion involved. Dr. Epstein is conducting monthly sessions with a select group (see Lesson below) representing a cross section of College personnel. That group is the Strategic Planning Council (SPC) and will conclude*

its initial work in May of 2009. The importance of this group to the College's AQIP journey can be seen in the attachments detailing our work on the appraisal's OFI's.
Celebrate successes. Even though this concept is preached constantly in CI training, we didn't do it enough. The LESSON is that celebrating successes is an important communication tool and success breeds success. *Leading and Communication was another identified need (part of embedding continuous improvement in our culture), and we haven't taken seriously the value of celebrating. A conscious effort will be made to celebrate our successes, no matter how small.*
Employees have a high sense of ownership in their work and Action Projects invite critical examination of that work. At the same time, some employees were feeling overwhelmed with the amount of work expected of them on campus teams. The LESSON was understanding these concepts prior to embarking on an Action Project. *Subsequent discussions occurred on which Teams could be sidelined in an attempt to lessen the strain of team work on campus personnel, while maximizing employee participation and satisfaction with the work they were doing on campus teams. However, it became apparent that NONE of the current teams could be sidelined because of the passion team members had for the work they were doing. That lesson is embedded in Goal 2 of the Strategic Plan currently under construction.*
It is important to have the right people on the bus. The LESSON was to deliberately choose the leadership and team members of Action Project teams. *When the SPC was formed, the involvement of each individual member was a conscious choice. Additional team members self-identified as work progressed. Standing committee work continues as the details of team assignments/passion projects are on hold pending the organizational working being done by the SPC.*

Academic year 2008-09 was spent working on the three identified needs: strategic planning, data collection/management, and embedding continuous improvement in our culture. The strategic planning process began in July, with monthly sessions with Dr. Epstein. A draft of the Strategic Plan and strategic planning calendar is a part of this report and the initial "final" document is submitted as a separate file . Goal 2 of that Plan deals with the initial steps in getting continuous improvement principles embedded in the campus culture. Finally, in August, the HCC Board of Trustees approved the creation of an Institutional Research position to lead the College's data collection and management effort. Data collection is an integral part of the Strategic Plan and the Director of Institutional Research will be working with teams as they map their processes and identify data collection needs.

The College's portfolio has not been amended since receipt of the appraisal. The portfolio can be found on the College Web site at www.highlandcc.edu. Select General Information from the directory on the Home Page, then Accreditation, then Portfolio. Using the appraisal, the Strategic Plan, and information gleaned from the Checkup Visit, coupled with the Lessons Learned, updating the portfolio has been our focus in the last two years.

Completion of the Strategic Plan and work on the second portfolio has provided a new way to update how the College's quality program is organized. The AQIP Action Team gave way to the Strategic Planning Council (SPC). Action Projects come from goals and objectives within the Strategic Plan. The College team structure was reorganized to ensure that issues raised by the

work of the SPC are being addressed. The Strategic Planning calendar provides College employees with a clear understanding of how their involvement in College teams is part of our continuous improvement effort.

Our portfolio revision effort initially fell victim to the notion that we had two years to get it done; consequently there was no hurry. Which was true, but we learned a hard lesson. When the questions changed, we weren't prepared with the structure in place to respond adequately to the changes. So we changed. And improved. The initial small portfolio work unit was replaced with a Self Study Coordinating Council (SSCC) which used the Lessons Learned to identify co-leaders for each category. Those category leaders were charged with forming their own teams from across the institution. Those teams continue to work on each category, with a schedule set by the SSCC pointed to completion of the second portfolio by early Fall of 2011.

Highland Community College

Matrix: Appraisal OFI's/HCC's Strategic Plan

The O and OO comments from the College's portfolio appraisal are listed in the left hand column. The vast majority of those OFI's are addressed in the College's Strategic Plan, which is currently under construction (see accompanying draft of the Strategic Plan). There are currently six goals within that Plan. Strategic Plan objectives have been identified to achieve those six goals. Those objectives – 1.1 through 6.7 – listed in the right hand column address the corresponding OFI. In some cases, the OFI is addressed through the creation of an Institutional Research (IR) position or through the work of the Strategic Planning Council (SPC).

OFI	Strategic Plan Objective
1P2b	1.3
1P3	4.1, 4.4, 5.3,
1P5	2.4, 5.3
1P7	2.1, 2.4
1P8	1.3, 2.3
1P10	4.5
1P12b	4.2, 6.6
1P13	SPC
1R1	2.3, 5.3
1R2	4.2
1I1	Goal 4
1I2	2.1
2P1b	2.5, 6.7
2P3	5.1
2P4	SPC
2P5	SPC
2R1b	SPC
2R2	SPC
2R3	6.7
2I1	SPC
2I2	2.1
3P3	4.5, 6.5
3P5	SPC

3P6	1.5, 2.3
3P7	1.5, Goal 6
3R1b	Goal 3, Goal 6
3R2	1.5
3R3/4	Goal 3, Goal 6
3R5b	1.5
3I1	SPC
3I2	Goal 6
4P1b	Goal 2, Goal 5
4P2	Goal 2
4P3	2.5
4P5	2.2, 2.5
4P6b	2.3
4P7b	2.3
4P8	2.1
4P10	IR
4R1b	IR
4R2/3	IR
4R4	IR
4I1	2.4
4I2	SPC
5P2b	2.1
5P3	2.5
5P4	2.2, 2.3
5P5	2.1, 2.2, 2.5
5P7	2.2
5P8	2.2
5R1	IR
5R2	IR
5I1/2	2.1, 2.2, 2.3
6P2b	2.4, SPC
6P3	2.4
6P4	1.4
6P5	IR
6R2	IR
6I1	IR

6I2	SPC
7P1	IR
7P2	IR
7P3	IR, SPC
7P4	IR, 2.5
7P5	SPC
7P6	SPC
7P7	SPC, 2.3
7R1	IR
7R2	IR
7I1	SPC, 2.4, 2.5
7I2	IR
8P1	SPC
8P2	SPC
8P3	SPC
8P4	SPC
8P5	SPC, 2.5
8P6	SPC, 2.5
8P7	Goal 2
8P8	SPC
8R1	SPC
8R2	SPC
8R3	IR
8R4	IR, 2.4
8I1	SPC
8I2b	SPC
9P1	1.4, Goal 6
9P2	SPC
9P4	IR, Goal 6
9R1b	6.3
9R2	IR
9I1	SPC
9I2	SPC

HIGHLAND COMMUNITY COLLEGE
STRATEGIC PLAN 2009

<u>Goal 1</u> Ensure Viability

Key Performance Measures

- Enrollment
- Employee Satisfaction
- Community Satisfaction
- Finance

Objective 1.1: Secure alternate funding

<u>Key Performance Indicators, Target and Results</u>

Assessment Measures	Target FY 08	Status as of
• Enrollment • Employee satisfaction • Community Satisfaction • Finance		

Objective 1.2: Increase credit-hour enrollment

<u>Key Performance Indicators, Target and Results</u>

Assessment Measures	Target FY 08	Status as of
• Enrollment • Employee satisfaction • Community Satisfaction • Finance		

Objective 1.3: Improve academic program review process (1P2b, 1P8)

<u>Key Performance Indicators, Target and Results</u>

Assessment Measures	Target FY 08	Status as of
• Enrollment • Employee satisfaction • Community Satisfaction • Finance		

Objective 1.4: Improve public utilization of facilities & services (6P2b, 6P4, 9P1)
Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Enrollment • Employee satisfaction • Community Satisfaction • Finance		

Goal 2 Foster a culture of personal and professional achievement, collaboration, and satisfaction

Key Performance Measures

- Enrollment
- Employee Satisfaction
- Student satisfaction

Objective 2.1: Enhance communication (1P7, 1I2, 2I2, 4P8, 5P2b, 5P5, 5I1, 5I2, 8P7)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Employee satisfaction • Student satisfaction • Enrollment		

Objective 2.2: Enhance leadership skills throughout the campus (4P5, 5P4, 5P5, 5P7, 5P8, 5I1, 5I2, 8P7)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of

Objective 2.3: Improve accountability measures (1P8, 1R1, 3P6, 4P6b, 4P7b, 5P4, 5I1, 5I2, 7P7, 8P7)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of

Objective 2.4: Identify and map our key processes (1P5, 1P7, 4I1, 6P2b, 6P3, 7I1, 8P7, 8R4)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Employee satisfaction • Student satisfaction • Enrollment		

Objective 2.5: Improve satisfaction with team functioning (2P1b, 4P3, 4P5, 5P3, 5P5, 7P4, 8P5, 8P6, 8P7)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Employee satisfaction • Student satisfaction • Enrollment		

Goal 3 Maintain a physical environment conducive to instruction, learning, and the total collegiate experience

Key Performance Measures

- Enrollment
- Employee Satisfaction
- Student Satisfaction
- Community Satisfaction

Objective 3.1: Improve the physical appearance and functionality of Irvin Hall and the Library

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of

• Enrollment • Employee satisfaction • Student satisfaction • Community satisfaction		

Objective 3.2: Enhancing educational environment of Nursing, Diesel Tech and Electrical Programs through increased instructional space.

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Enrollment • Employee satisfaction • Student satisfaction • Community satisfaction		

Objective 3.3: Maximize the funding obtained from the KBOR deferred maintenance bonding and the KS Dept of Revenue Tax Credits

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Enrollment • Employee satisfaction • Student satisfaction Community satisfaction		

Objective 3.4: Enhance regional facilities

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Enrollment • Employee satisfaction • Student satisfaction • Community satisfaction		

Goal 4 Provide services that maximize success for all students (1I1)

Key Performance Measures

- Enrollment
- Student Satisfaction
- Retention

Objective 4.1: Improve the process for students establishing educational goals. (1P3)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• # of students establishing educational goals		

Objective 4.2: Improve the process for gathering information from students in their second year and/or exiting HCC (1P12b, 1R2, 1R3)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• # of students providing information		

Objective 4.3: Improve the process for measuring retention rate.

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Employee satisfaction • Time to collect data		

Objective 4.4: Improve the process for intervening with students who are at risk of failure (1P3)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Course success rates		

Objective 4.5: Enhance opportunities for students to become engaged in all aspects of the college experience (1P10, 3P3)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Student participation rates • # of opportunities to become engaged • Student satisfaction		

Goal 5 Enhance academic excellence

Key Performance Measures

- Enrollment
- Student Satisfaction
- Retention
- Transfer Student Success (GPA report from Universities)

Objective 5.1: Improve professional development opportunities for faculty (2P3)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• # of professional development opportunities offered internally • Internal faculty participation rate • External faculty participation rates • Satisfaction with internal professional development opportunities		

Objective 5.2: Improve academic community

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Incoming GPA • High School ranking		

Objective 5.3: Improve student preparedness for college level work (1P3, 1P5, 1R1)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Placement in developmental courses • Course success rate		

Objective 5.4: Increase retention rate of developmental students

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• Semester – semester retention rates		

Goal 6 Contribute to strengthening the local economies and enhancing quality of life in our service area (3P7)

Key Performance Measures

- Enrollment
- Employee Satisfaction
- Community Satisfaction
- Employer Satisfaction

Objective 6.1: Increase Tech Center activity in the region

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• # of Tech Center programs • # of Tech Center courses • # of sites • # of offerings per site		

Objective 6.2: Expand new technologies in the region (6P3)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• # of courses offered • # of programs		

Objective 6.3: Increase utilization/awareness of business incubators (9R1b)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• # of businesses receiving services • # of inquiries		

Objective 6.4: Increase SHINE activities

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• # of activities • # of participants		

Objective 6.5: Increase cultural events (3P3)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• # of offerings • Participation rates		

Objective 6.6: Increase continuing education offerings-BTE, non-credit (1P12b)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• # of offerings • Participation rates		

Objective 6.7: Increase involvement in community organizations (2P1b, 2R3)

Key Performance Indicators, Target and Results

Assessment Measures	Target FY 08	Status as of
• # of staff involved in community organizations		