

**Highland Community College Strategic Plan
2013-2016 (Updated June 2016)**

Criterion 1 – Mission

	Strategy	Person	Standing Team	AQIP Category	Department/Team	Results
Objective 1: Manage Enrollment						
Yr. 1: 2013-14; Yr 2 2013-14, Yr 3 2015-16	Set enrollment goals at each site. Monitor and communicate progress regularly.	Cheryl Rasmussen	Admissions	Category 4	WIG Team-Stephanie Peterson (campus), Di Hinrichs (Wamego), Erin Shaw (Perry), Therese Crary (Holton & Atchison) Amy Dulac, HCC Tech Center)	2013-14: 5.71% Enrollment Increase; 2014-15: 1.45% Enrollment Increase; 2015-16: 3.4% Enrollment Increase. Overall 2013-16: 5% (3 years) Overall 2012-16: 10% (4 years)
Yr 3: 2015-16	Drive Marketing Projects, Advertising, and Initiatives that align to Enrollment Goals.	Cheryl Rasmussen			Regional Directors and Admissions Team	Completed. Marketing was decentralized and budgets were assigned to Student Services staff at the campus and regions. Spring Course guide zip codes re-visited. Circulation we could afford is 150K and zip codes were strategically selected. Each regional director and online director is strategically targeting local ad market. Campus PR office is working on TV ads and coordinating Highland campus ads. Local relationships developed with Doniphan and Brown County school districts, businesses, parents, students, Summit Truck Bodies, and others. Nelnet payment plans established to aid students in affording college. Admissions enhanced social media campaigns to include You-Tube ads for targeted program enrollment. Additionally, two new recruitment brochures were designed and utilized. HCC also purchased and initiated the HCC Engage application to enhance student engagement and communication. Various efforts to promote the new Precision Agriculture program have been launched and several members of the HCC team have attended numerous community events inside and out of the nine-county service area to showcase the College.
Yr. 1: 2013-14	New Programs-Develop Human Services AA degree	Peggy Forsberg		Category 4	Human Services Team	Completed and Implemented - Developed Human Services AA/AGS Degree.
Yr. 3: 2014-15	Establish consistent costs for continuing education across HCC	Cara Baker	Luke Cairney, Erin Shaw	Category 2	Regional Directors	Completed, approved and in use.

Yr 3: 2015-16	Provide intentional sophomore experience.	Laura Young	Retention Committee	Category 2	Soph. Experience Subcommittee	Completed and Recommendation: Committee studied sophomore retention, collected data, and determined that retention strategies are being embedded across campus, but not in the form of a specific sophomore experience. This has been evidenced by increased second year students in housing, increased returning student enrollment on campus, increased football and volleyball returners Summer Blitz and fall. The recommendation is that we collect information in the region about retention. That has been done and is being reviewed and prepared for AQIP portfolio.
Yr 3: 2015-16	Analyze concurrent, online, and regional retention data	Di Hinrichs		Category 2	Di Hinrichs & Regional Directors	Completed. This data has been collected and is in process of being reviewed and prepared for Category 2 of the AQIP portfolio.

Objective 2: Contribute to strengthening local economics and enhance the quality of life.

Yr. 1: 2013-14	Increase Cultural Events	Robert Brainerd		Category 2	Fusion Committee	Lack of funding for project to continue. Looking for donor
Yr. 1: 2013-14	Establish Western Technical Center	Terri Ball		Category 4	Title III Grant Team	Completed. Enrollment grew at the Western Center 106% from 2014-15 to 2015-16 (789 credit hours to 1628).
Yr. 2: 2014-15	Provide ag related and V&E sustainability services to business and community.	Scott Kohl				Completed. This has been started and is integrated into the Viticulture and Enology Director's responsibilities.
Yr. 2: 2014-15	Increase the number of partnerships between college and business/industry that benefit both.	Lucas Hunziger		Category 2	Technical Center Staff	Completed. This has been started and is integrated into the Technical Center Director's responsibilities.
Yr 3: 2015-16	Develop Self-Funding Cultural Event Series	Peggy Forsberg		Category 2	Arts At The Barn	Completed. Drawing upon lessons learned from Fusion, the Arts at the Barn Series features smaller venues of cultural activities that are self-funding.

Criterion 2-Integrity

	Strategy	Person	Standing Team	Category	Department/Team	
Objective: Develop strategies to incorporate our common learning outcomes into our learning and work environment.						
Yr. 1: 2013-14 and Reactivated for Yr: 3 2015-16 with increased reporting responsibility.	Act Responsibly: Document complaints received and resolution process	Audrey Caudle	Retention	Category 2	Retention Sub Committee: Documenting Complaints	Completed. Started with a complaint form on website. Reviewed 2015 and received very few complaints. The team reconvened and came up with a Student Compliment and Complaint process described on this page of the website: http://highlandcc.edu/pages/student-compliment-and-complaint-process .
Yr. 2: 2014-15	Establish a process for setting direction/decision making at board, President's staff, and SPC levels	Dave Reist		Category 4		Process Designed and ready for review by SPC.
Yr. 2: 2014-15	Communicate Effectively: Evaluate (measure) effectiveness of present communication methods used by leadership throughout HCC.	Dave Reist		Category 4		Process Designed and ready for review by SPC.

Yr 2: 2014-15	Act Responsibly: Review and Revise Title IX (including student conduct) policy to meet federal mandates.	Cheryl Rasmussen		Category 2	Eileen Gronniger (Human Resources), Therese Crary (Student Conduct), Angie Eberly, Tyler Nordman	Completed. New Equity and Grievance policy was written by team, approved by Board of Trustees, and implemented during the 2015-16 academic year. Implemented Maxient software in the 2015-16 academic year to assist in meeting mandates with data collection and case management.
Yr 2: 2014-15	Act Responsibly: Review and Revise Clery Act, VAWA, & Campus SaVE Act policies to meet federal mandates.	Cheryl Rasmussen	Crisis Team, Care Team	Category 2	Tyler Nordman, Therese Crary, Angie Eberly, and Kristin Woodruff .	Completed. Included in the Equity and Grievance policy. Implemented Maxient software in the 2015-16 academic year to assist in meeting mandates with data collection
Yr 2: 2014-15	Act Responsibly: Review and Revise Behavior Intervention policies to meet federal mandates.	Kristin Woodruff	Care Team	Category 2	Cheryl Rasmussen	Completed. Implemented Maxient software in the 2015-16 academic year to assist in meeting mandates with data collection and case management.
Yr 2: 2014-15	Be competent in your work: Receive appropriate compliance training in Title IX.	Cheryl Rasmussen		Category 5	Eileen Gronniger (Human Resources), Therese Crary (Student Conduct), Angie Eberly, Tyler Nordman	Ongoing. Completed level one (out of five) ATIXA training in September 2014-3 staff members. Many staff members completed investigator training in November 2014 and 2015. On campus training held in September 2015 for Equity Grievance Panel members.
Yr 2: 2014-15	Be competent in your work: Receive appropriate compliance training in Clery Act, VAWA, and Campus SaVE Act.	Tyler Nordman	Crisis Team, Care Team	Category 5	Tyler Nordman (Student Life), (Security)	Completed training at Clery Conference in 2014. Ongoing campus training offered by Director of Student Life. 2016-17 will begin required online training for all staff members. Traiing offered as a result of purchasing "Campus Answers" training and tracking program.
Yr 2: 2014-15	Be competent in your work: Receive appropriate compliance training in Behavioral Intervention.	Kristin Woodruff	Care Team	Category 5	Tyler Nordman, Cheryl Rasmussen	Completed level one NaBita Training November, 2014. Team training level two completed November 2015.
Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with Title IX compliance reviews (i.e. sexual harassment, assault, workplace violence, etc.)	Cheryl Rasmussen	Student Services Directors	Category 1 & 3	Eileen Gronniger (Human Resources), Therese Crary (Student Conduct), Angie Eberly, Kristin Woodruff, Mary Johanning, Terri Ball	Ongoing. Integrated into housing orientation, campus student orientation, employee meetings, No More Campaign. "Campus Answers" is an online training program that will be implemented 2016-17 academic year and offer training and tracking for all staff and students.
Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with Clery Act, VAWA, and Campus SaVE compliance reviews.	Tyler Nordman	Student Services Directors	Category 4	Tyler Nordman (Student Life), Sarah Simmons, Doug Melvin (Security), Kristin Woodruff, Mary Johanning, Terri Ball	Completed. Numerous training events offered across campus.
Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with Behavioral Intervention compliance reviews	Kristin Woodruff	Student Services Directors, Care Team	Category 4	Cheryl Rasmussen	Completed. Updated online forms for students and staff to complete when concerned about a student. These may be found at http://highlandcc.edu/pages/care-team .
Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with student conduct compliance reviews	Therese Crary	Student Services Directors	Category 4		Completed. Equity Grievance Panel training held September 2015.

Yr. 3: 2015-16	Work effectively on Teams: Improve gathering of stakeholder inputs and how they are used.	Dave Reist			Complete. Increased the number of methods for collecting stakeholder input and incorporated those methods into the planning and decision making process.
Yr 3: 2015-16	Communicate Effectively: Develop Employee Orientation Process	Eileen Gronniger			
Yr 3: 2015-16	Work Effectively on Teams: Title IX, CARE, and Student Conduct Teams receive appropriate training and support for continued implementation of Federal Compliance associated with Clery Act, VAWA, Campus SaVE, Association of Student Conduct, and National Behavior Intervention Team.	Cheryl Rasmussen		Tyler Nordman, Therese Crary, Angie Eberly, Kristin Woodruff, Eileen Gronniger.	Completed and Ongoing. Level One Title IX training completed. Investigator Training completed by most of Equity Grievance Panel members. Teams must continue to keep up with training in these issues and communicate with campus staff.
Yr. 3: 2015-16	Communication: Purposeful Use of Marketing Dollars to meet the College Mission	Craig Mosher			Completed. Fall 2015, percentage of total marketing dollars allotted to each regional center and HCC Online. PDCA upcoming.

Criterion 3: Teaching and Learning Quality, Resources, and Support

Strategy	Person	Standing Team	Category	Department/Team	
Objective 1: Curriculum is relevant and level of quality is consistent across all delivery methods.					
Yr. 3: 2015-16	Verify content, review processes in online instruction.	Denise Peters			Completed. Yr 2-Learning House metrics are available since 2010.
Objective 2: Institution provides support for student learning and effective teaching					
Yr. 1 2014-15	Develop E-Walk Through Classroom Observation Tool	Peggy Forsberg		Part-time Instructor Eval Team	Developed and implemented.
Yr 3: 2015-16	Develop E-Walk Through Student Services Observation Tool to serve as a self-assessment for student success.	Cheryl Rasmussen		Di Hinrichs, Cara Baker, Lisa Parsons, Stephanie Peterson.	Completed development and piloting of student e-walk through tool. Full use planned for 2016-17 academic year after suggested changes made summer 2016.
Yr. 3: 2015-16	Develop tool for measuring student evaluation of teaching effectiveness.	Peggy Forsberg		Instructional Council	
Yr. 3: 2015-16	Develop an evaluation plan to measure student learning	Peggy Forsberg		Instructional Council	Completed and Ongoing. During Spring 2016, a student assessment of classroom effectiveness tool was administered to all sections of 8 courses using existing ScanTron technology. Results are pending and will be sent to each participating instructor by August 1, 2016.
Yr. 3 2015-16	Review and Develop a system wide placement plan. (Compass and ASSET placement testing will no longer be available after December 2016.)	Jolie McDaniels		Allison Johnson, Amy Dulac, Shelley Smith, Karen Jury, Sara Smith, Bethany Smith	Completed. Researched and recommended Accuplacer.

Objective 3: Institution enriches educational environment by deliberately integrating curricular and co-curricular activities.

Yr 3: 2015-16	Begin work on development of Student Learning outcomes including categories of student development addressed in various co-curricular learning activities and assessed via e-walk through tool.	Cheryl Rasmussen
Yr. 3: 2015-16	Whenever appropriate, align co-curricular activities to align with curricular topics.	Peggy Forsberg

Tyler Nordman, Cara Baker, Andrea Keller, Erin Shaw, Therese Crary, Di Hinrichs, Lucas Hunziger	Completed and ongoing. HCC is tracking student progress and participation in the following five co-curricular activity categories: Academic/Professional, Culture and Diversity, Health and Wellness, Leadership and Service, Personal Development and Social Engagement.
Category 1 Team	Completed and Ongoing. Co-curricular activities (defined as activities or events which directly support a course competency) were identified in 11 courses within 4 academic divisions. This measure will be carried over into the next Plan with a goal of increasing the number and scope of activities related to student learning.

Criterion 4-Teaching and Learning: Evaluation and Improvement

Strategy	Person	Standing Team	Category	Department/Team
Objective 1: Establish a 3 year cycle of program review in academic and technical programs.				
Yr. 1: 2013-14	Establish academic program review process.	Peggy Forsberg	Instructional Council	Completed. 3 year program review process in place.
Objective 2: Enhance an institution wide academic and non-academic assessment plan				
Yr. 2 2014-15	e4E Evaluation Development	Peggy Forsberg		Part-time Instructor Eval Team Completed. Developed and piloted fall 2015r and spring 2016.
Yr. 2: 2014-15	Establish Institution wide academic assessment plan.	Peggy Forsberg	Instuctional Council	Assessment Team Completed. Means and measures of assessment, including coordination and reporting responsibility, were established for general education/transfer outcomes (AA, AS), program outcomes (academic disciplines, AAS, CERT) , course outcomes, and individual course competencies. Determining means of assessment for the Shared Performance Expectations (SPEs) are in-progress and will be administered as a pilot during 2016-17.
Yr.3: 2015-16	Establish an institution wide non-academic assessment plan- assesment for E-Walk Through	Cheryl Rasmussen		Vanetta Geiger, Di Hinrichs, Cara Baker, Andrea Keller
Yr. 3: 2015-16	Ensure that course and program competencies are aligned with HCC general education/ transfer outcomes, and that all general education courses meet state-wide Guaranteed Transfer Course plan.	Peggy Forsberg	Academic Standards Team/Curriculum and Instruction	Completed. Guidelines for Master Course Outlines and in-course assessment were established and are being introduced to all full-time and part-time basis on a 3-year cycle beginning Fall 16. Highland faculty participated in 100% of state-wide transfer (KCOG) course reviews and technical program alignment meetings. This is a joint project between Curriculum and Instruction and Academic Standards Teams.

Criterion 5-Resources, Planning and Institutional Effectiveness

Strategy	Person	Standing Team	Category	Department/Team
Objective 1: Improve operational efficiency for all units and aspects				
Yr 3: 2015-16	Document how data is used to make decisions	Dave Reist		Category 5 Team Complete. Reviewed past Board of Trustee meetings to develop a list of major decisions made by Board given to them by State Statutes.
Yr. 1: 2013-14	Evaluate IR Function	Doc Arnett	Category 5	Completed half way-get feedback from Doc

Yr. 1: 2013-14	Improve accuracy for "college attend" status in PowerCampus	Doc Arnett				Completed.
Yr 3: 2015-16	Evaluate data and evaluation processes	Jeff Hurn				Ongoing. Data cleanup is in progress with reimplementation. Training for IR is in place.
Yr. 1: 2013-14	Install Great Plains Software to integrate Business and Student Services Office	Rilie Kafer/Kyle Erwine		Category 5	Business Office/IT Office	Completed.
Yr. 2: 2014-15	Complete Implementation of Great Plains Software	Rilie Kafer/Kyle Erwine		Category 5	Business Office/IT Office	In Process: Payroll Integration, Human Resources Portal, and Purchasing Portal are yet to be implemented. There is discussion about how we want to proceed.
Yr. 2: 2014-15	PowerCampus Reimplementation Phase 0: Process Mapping and Documentation Across All Functional Groups	Josh Berry	Rilie Tilley, Kyle Erwine	Category 5	IT	Completed.
Yr. 2: 2014-15	PowerCampus Reimplementation Phase 0: Implement online application for students	Josh Berry	Kyle Erwine	Category 5	Online Application Team	In process-Extend to Yr. 3 for implementation. This objective changed as we made the decision to implement "Full Measure."
Yr. 2: 2014-15	PowerCampus Reimplementation: Phase 1 Audit by Ellucian to determine system changes that need to be made to reflect current business practices.	Josh Berry	Rilie Tilley, Kyle Erwine	Category 5	Ellucian staff	Completed.
Yr 3: 2015-16	PowerCampus Reimplementation: Phase 1 Academic Calendar Review/Revision; Define Roles and responsibilities; policy reviews	Josh Berry		Category 5	Academic Office, Tech Center	In Process. After reviewing services offered by a company called "Full Measure" in fall 2015, the Board accepted a recommendation by the administration to purchase this software that will allow mobile capability for students and will also redefine some of the implementation that was previously planned with Ellucian. Full Measure has been purchased and initial campus discussions about implementation were held in the spring of 2016. In May 2016, a team from Full Measure came to campus and visited with about 25 PowerCampus users to determine roadmaps for setting up the software. Currently, there is training for academic planning and calendar set for September 2016, a demo scheduled fall 2016, and full implementation of Full Measure scheduled for Spring 2017. Permission and policy reviews will follow.
Yr 3: 2015-16	PowerCampus Reimplementation Phase 1: Ellucian Portal Implementation	Josh Berry	Kyle Erwine	Category 5		In Process. See above. Full Measure is replacing our purchase and implementation of Ellucian Portal.
Yr 3: 2015-16	PowerCampus Reimplementation: Phase 2 Scheduled Actions Training, PowerCampus Training, and Powercampus/PowerFaids Interface Set up	Josh Berry		Category 5	IT Staff,	In Process: Scheduled Actions will be replaced by "Full Measure" communication plans when this is implemented. See above. Boot camp training completed in February by IT staff. PowerFaids training completed in March by IT and Financial Aid Staff. Additional Ellucian Training will happen in September 2016.

Yr 3: 2015-16	Begin review on interaction between website, portal, and personal applications to plan for future needs of internal and external stakeholders regarding HCC information retrieval.	Josh Berry	Category 2	Tyler Nordman, Jason Stegman	Reviewed and moved to 2016-17 due to Full Measure implementation.
Yr. 4: 2016-17	PowerCampus Reimplementation Phase 3: Implementation of Add-on Solutions (PowerCampus Analytics, Net Partner, and Web Client)	Josh Berry	Category 5		Ongoing. Full Measure will replace some or most of these add-ons. This will be reviewed after Full Measure Implementation and roll out-Spring/Summer 2017.
Yr 3: 2015-16	Evaluate classroom and housing space needs relative to enrollment goals and consider available spaces for expansion i.e. Ken Babcock Technical Center spaces, Highland Elementary School spaces, available apartment spaces, Main street buildings.	David Reist	Category 5	Various teams of students and staff.	Ongoing. Some of these issues are addressed in the update of the Master Plan. Others are yet to be completed.

Objective 2: Increase the level of satisfaction for employees and students.

Yr. 1: 2013-14	Use climate survey results to guide improvement at HCC.	Doc Arnett		Special Climate Team	Ongoing
Yr. 1: 2013-14	Communicate Rewards Package (fringe benefits) to all employees	Eileen Gronniger			Completed
Yr. 1: 2013-14	Communicate, announce, and administer staff reimbursement of college classes	Eileen Gronniger		Team work	Completed
Yr. 2: 2014-15	Develop employee reward system.	Eileen Gronniger			In progress
Yr. 3: 2015-16	Begin work on developing equitable salary structure for HCC staff members who are not on the master contract.	Dan Erbert	Category 5	TBD	

Objective 3: Secure Alternate Funding

Yr.2: 2014-15	Secure Title IV funding (via Student Support Services grant rewrite) September 1, 2015-August 31, 2020	Lisa Parsons	Category 5		\$1,100,000 2015-2020
Yr 1,2,3	Title IV SSS Grant Administration	Lisa Parsons	Category 5		\$1,061,566 2010-2015
Yr 3,2,5	Title IV SSS Grant Administration	Lisa Parsons	Category 5		\$1,100,000 2015-2020
Yr 1,2,3	Title III Grant Administration	Terri Ball	Category 5		\$2,242,279 2013-2018
Yr 1,2	Trac 7 Grant Administration	Terri Ball	Category 5		\$572,113 2010-2015
Yr 3: 2015-16	Perkins Grant Administration	Lucas Hunziger	Category 5		\$102,094 2015-2016
Yr 3: 2015-16	Perkins Reserve Grant	Lucas Hunziger	Category 5		\$46,753 2015-2016
Yr 3: 2015-16	ABE/GED Grant Administration	Mary Johanning	Category 5		\$130,000 2015-2016
Yr 1: 2013-14	AOK Grant Administration	Mary Johanning	Category 5		\$85,111 2013-2014
Yr 3: 2015-16	NationI Science Foundation, one year extension	Scott Kohl	Category 5		\$22,000 2015-2016
Yr 3: 2015-16	Vesta Nat'l Center of Excellence, one year extension	Scott Kohl	Category 5		\$12,500 2015-2016

Yr.2: 2014-15	Vesta Nat'l Center of Excellence	Scott Kohl	Category 5	\$266,500	2015-2020
	KS Dept of Ag Speciality Crop Block Grant	Scott Kohl	Category 5	\$50,300	2014-2015
Yr 3: 2015-16	KS Dept of Ag Speciality Crop Block Grant	Scott Kohl	Category 5	\$55,000	2015-2016
Yr 1: 2013-14	Plus 50 Grant Administration	Mary Johanning	Cateogry 5	\$15,000	2013-2014
Yr.2: 2014-15	Jist Grant Welding Program Enhancement	Mary Johanning	Category 5	\$55,000	2014-2015
Yr 3: 2015-16	JIST Grant Accelerating Opportunities	Lucas Hunziger	Category 5	\$62,940	2015-2016
Yr.2: 2014-15	Annual Dollars Raised by the HCC Foundation for Scholarships		Category 5	\$6,930	2014-2015
Yr 2: 2014-15	Testing Fees for Business-Westar, Technical Electrical	Regional Directors	Category 5		Completed.

Objective 4: Implement strategic planning process using HCC criteria

Yr. 1: 2013-14	Embed continuous improvement action Projects in the SPC process.	Craig Mosher	SPC		Complete: Criterina 3, Objective 2; Criterion 4, Objective 1; Criterion 5, Objective 1.
Yr. 1: 2013-14	Work to implement continuous improvement processes within standing committee work. Include posting minutes and by-laws.	Craig Mosher	SPC		Ongoing. Space created in intranet for committee minutes. Most are outdated. Need to review.

AQIP Categories

- 1- Helping students learn
- 2-Meeting student and other key stakeholder needs
- 3-Valuing Employees
- 4-Planning and Leading
- 5-Knowledge management and resource stewardship
- 6-Quality overview focuses on the continuous quality improvement

Shared Performance Outcomes

- Respect Others
- Communicate Effectively
- Be competent at your work
- Work effectively on teams
- Think Critically
- Act Responsibly

Highland Community College Strategic F

Criterion 1 – Mission

Strategy	Person	Standing Team	AQIP Category	
Objective 1: Manage Enrollment				
Yr. 1: 2013-14; Yr 2 2013-14, Yr 3 2015-16	Set enrollment goals at each site. Monitor and communicate progress regularly.	Cheryl Rasmussen	Admissions	Category 4

Yr 3: 2015-16 Drive Marketing Projects, Advertising, and Initiatives that align to Enrollment Goals. Cheryl Rasmussen

Yr. 1: 2013-14 New Programs-Develop Human Services AA degree Peggy Forsberg Category 4

Yr. 3: 2014-15 Establish consistent costs for continuing education across HCC Cara Baker Erin Shaw Category 2

Yr 3: 2015-16	Provide intentional sophomore experience.	Laura Young	Retention Committee	Category 2
---------------	---	-------------	---------------------	------------

Yr 3: 2015-16	Analyze concurrent, online, and regional retention data	Di Hinrichs		Category 2
---------------	---	-------------	--	------------

Objective 2: Contribute to strengthening local economics and enhance the quality of life.

Yr. 1: 2013-14	Increase Cultural Events	Robert Brainerd		Category 2
----------------	--------------------------	-----------------	--	------------

Yr. 1: 2013-14	Establish Western Technical Center	Terri Ball		Category 4
----------------	------------------------------------	------------	--	------------

Yr. 2: 2014-15	Provide ag related and V&E sustainability services to business and community.	Scott Kohl		
----------------	---	------------	--	--

Yr. 2: 2014-15	Increase the number of partnerships between college and business/industry that benefit both.	Lucas Hunziger		Category 2
----------------	--	----------------	--	------------

Yr 3: 2015-16	Develop Self-Funding Cultural Event Series	Peggy Forsberg		Category 2
---------------	--	----------------	--	------------

Criterion 2-Integrity

Strategy	Person	Standing Team	Category
Objective: Develop strategies to incorporate our common learning outcomes into our learning and work c			
Yr. 1: 2013-14 and Reactivated for Yr: 3 2015-16 with increased reporting responsibility.	Act Responsibly: Document complaints received and resolution process	Audrey Caudle	Retention Category 2
Yr. 2: 2014-15	Establish a process for setting direction/decision making at board, President's staff, and SPC levels	Dave Reist	Category 4
Yr. 2: 2014-15	Communicate Effectively: Evaluate (measure) effectiveness of present communication methods used by leadership throughout HCC.	Dave Reist	Category 4
Yr 2: 2014-15	Act Responsibly: Review and Revise Title IX (including student conduct) policy to meet federal mandates.	Cheryl Rasmussen	Category 2
Yr 2: 2014-15	Act Responsibly: Review and Revise Clery Act, VAWA, & Campus SaVE Act policies to meet federal mandates.	Cheryl Rasmussen	Crisis Team, Care Team Category 2

Yr 2: 2014-15	Act Responsibly: Review and Revise Behavior Intervention policies to meet federal mandates.	Kristin Woodruff	Care Team	Category 2
Yr 2: 2014-15	Be competent in your work: Receive appropriate compliance training in Title IX.	Cheryl Rasmussen		Category 5
Yr 2: 2014-15	Be competent in your work: Receive appropriate compliance training in Clery Act, VAWA, and Campus SaVE Act.	Tyler Nordman	Crisis Team, Care Team	Category 5
Yr 2: 2014-15	Be competent in your work: Receive appropriate compliance training in Behavioral Intervention.	Kristin Woodruff	Care Team	Category 5
Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with Title IX compliance reviews (i.e. sexual harassment, assault, workplace violence, etc.)	Cheryl Rasmussen	Student Services Directors	Category 1 & 3

Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with Clery Act, VAWA, and Campus SaVE compliance reviews.	Tyler Nordman	Student Services Directors	Category 4
Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with Behavioral Intervention compliance reviews	Kristin Woodruff	Student Services Directors, Care Team	Category 4
Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with student conduct compliance reviews	Therese Crary	Student Services Directors	Category 4
Yr. 3: 2015-16	Work effectively on Teams: Improve gathering of stakeholder inputs and how they are used.	Dave Reist		
Yr 3: 2015-16	Communicate Effectively: Develop Employee Orientation Process	Eileen Gronniger		
Yr 3: 2015-16	Work Effectively on Teams: Title IX, CARE, and Student Conduct Teams receive appropriate training and support for continued implementation of Federal Compliance associated with Clery Act, VAWA, Campus SaVE, Association of Student Conduct, and National Behavior Intervention Team.	Cheryl Rasmussen		

Yr. 3: 2015-16 Communication: Purposeful Use of Marketing Dollars to meet the College Mission Craig Mosher

Criterion 3: Teaching and Learning Quality, Resources

Strategy	Person	Standing Team	Category
-----------------	---------------	----------------------	-----------------

Objective 1: Curriculum is relevant and level of quality is consistent across all delivery methods.

Yr. 3: 2015-16	Verify content, review processes in online instruction.	Denise Peters	
----------------	---	---------------	--

Objective 2: Institution provides support for student learning and effective teaching

Yr. 1 2014-15	Develop E-Walk Through Classroom Observation Tool	Peggy Forsberg	
---------------	---	----------------	--

Yr 3: 2015-16	Develop E-Walk Through Student Services Observation Tool to serve as a self-assessment for student success.	Cheryl Rasmussen	
---------------	---	------------------	--

Yr. 3: 2015-16	Develop tool for measuring student evaluation of teaching effectiveness.	Peggy Forsberg	
----------------	--	----------------	--

Yr. 3: 2015-16 Develop an evaluation plan to Peggy Forsberg
measure student learning

Yr. 3 2015-16 Review and Develop a system wide Jolie McDaniels
placement plan. (Compass and
ASSET placement testing will no
longer be available after December
2016.)

Objective 3: Institution enriches educational environment by deliberately integrating curricular and co-cu

Yr 3: 2015-16 Begin work on development of Cheryl Rasmussen
Student Learning outcomes
including categories of student
development addressed in various
co-curricular learning activities and
assessed via e-walk through tool.

Yr. 3: 2015-16	Whenever appropriate, align co-curricular activities to align with curricular topics.	Peggy Forsberg
----------------	---	----------------

Criterion 4-Teaching and Learning: Evaluation

Strategy	Person	Standing Team	Category
Objective 1: Establish a 3 year cycle of program review in academic and technical programs.			
Yr. 1: 2013-14	Establish academic program review process.	Peggy Forsberg	Instructional Council
Objective 2: Enhance an institution wide academic and non-academic assessment plan			
Yr. 2 2014-15	e4E Evaluation Development	Peggy Forsberg	
Yr. 2: 2014-15	Establish Institution wide academic assessment plan.	Peggy Forsberg	Instuctional Council
Yr.3: 2015-16	Establish an institution wide non-academic assessment plan- assesement for E-Walk Through	Cheryl Rasmussen	

Yr. 3: 2015-16	Ensure that course and program competencies are aligned with HCC general education/ transfer outcomes, and that all general education courses meet state-wide Guaranteed Transfer Course plan.	Peggy Forsberg	Academic Standards Team/Curriculum and Instruction
----------------	--	----------------	--

Criterion 5-Resources, Planning and Instituti

	Strategy	Person	Standing Team	Category
Objective 1: Improve operational efficiency for all units and aspects				
Yr 3: 2015-16	Document how data is used to make decisions	Dave Reist		
Yr. 1: 2013-14	Evaluate IR Function	Doc Arnett		Category 5
Yr. 1: 2013-14	Improve accuracy for "college attend" status in PowerCampus	Doc Arnett		
Yr 3: 2015-16	Evaluate data and evaluation processes	Jeff Hurn		
Yr. 1: 2013-14	Install Great Plains Software to integrate Business and Student Services Office	Rilie Kafer/Kyle Erwine		Category 5
Yr. 2: 2014-15	Complete Implementation of Great Plains Software	Rilie Kafer/Kyle Erwine		Cateogry 5

Yr. 2: 2014-15	PowerCampus Reimplementation Phase 0: Process Mapping and Documentation Across All Functional Groups	Josh Berry	Rilie Tilley, Kyle Erwine	Category 5
Yr. 2: 2014-15	PowerCampus Reimplementation Phase 0: Implement online application for students	Josh Berry	Kyle Erwine	Category 5
Yr. 2: 2014-15	PowerCampus Reimplementation: Phase 1 Audit by Ellucian to determine system changes that need to be made to reflect current business practices.	Josh Berry	Rilie Tilley, Kyle Erwine	Category 5
Yr 3: 2015-16	PowerCampus Reimplementation: Phase 1 Academic Calendar Review/Revision; Define Roles and responsibilities; policy reviews	Josh Berry		Category 5
Yr 3: 2015-16	PowerCampus Reimplementation Phase 1: Ellucian Portal Implementation	Josh Berry	Kyle Erwine	Category 5

Yr 3: 2015-16 PowerCampus Reimplementation: Josh Berry Category 5
Phase 2 Scheduled Actions
Training, PowerCampus Training,
and Powercampus/PowerFaids
Interface Set up

Yr 3: 2015-16 Begin review on interaction Josh Berry Category 2
between website, portal, and
personal applications to plan for
future needs of internal and
external stakeholders regarding
HCC information retrieval.

Yr. 4: 2016-17 PowerCampus Reimplementation Josh Berry Category 5
Phase 3: Implementation of Add-on
Solutions (PowerCampus Analytics,
Net Partner, and Web Client)

Yr 3: 2015-16 Evaluate classroom and housing David Reist Category 5
space needs relative to enrollment
goals and consider available spaces
for expansion i.e. Ken Babcock
Technical Center spaces, Highland
Elementary School spaces, available
apartment spaces, Main street
buildings.

Objective 2: Increase the level of satisfaction for employees and students.

Yr. 1: 2013-14 Use climate survey results to guide Doc Arnett
improvement at HCC.

Yr. 1: 2013-14	Communicate Rewards Package (fringe benefits) to all employees	Eileen Gronniger	
Yr. 1: 2013-14	Communicate, announce, and administer staff reimbursement of college classes	Eileen Gronniger	
Yr. 2: 2014-15	Develop employee reward system.	Eileen Gronniger	
Yr. 3: 2015-16	Begin work on developing equitable salary structure for HCC staff members who are not on the master contract.	Dan Erbert	Category 5

Objective 3: Secure Alternate Funding

Yr.2: 2014-15	Secure Title IV funding (via Student Support Services grant rewrite) September 1, 2015-August 31, 2020	Lisa Parsons	Category 5
Yr 1,2,3	Title IV SSS Grant Administration	Lisa Parsons	Category 5
Yr 3,2,5	Title IV SSS Grant Administration	Lisa Parsons	Category 5
Yr 1,2,3	Title III Grant Administration	Terri Ball	Category 5
Yr 1,2	Trac 7 Grant Administration	Terri Ball	Category 5
Yr 3: 2015-16	Perkins Grant Administration	Lucas Hunziger	Category 5
Yr 3: 2015-16	Perkins Reserve Grant	Lucas Hunziger	Category 5
Yr 3: 2015-16		Mary Johanning	Category 5
Yr 1: 2013-14	AOK Grant Administration	Mary Johanning	Category 5
Yr 3: 2015-16	Nationl Science Foundation, one year extension	Scott Kohl	Category 5
Yr 3: 2015-16	Vesta Nat'l Center of Excellence, one year extension	Scott Kohl	Category 5
	Vesta Nat'l Center of Excellence	Scott Kohl	Category 5

Yr.2: 2014-15	KS Dept of Ag Speciality Crop Block Grant	Scott Kohl	Category 5
Yr 3: 2015-16	KS Dept of Ag Speciality Crop Block Grant	Scott Kohl	Category 5
Yr 1: 2013-14	Plus 50 Grant Administration	Mary Johanning	Cateogry 5
Yr.2: 2014-15	Jist Grant Welding Program Enhancement	Mary Johanning	Category 5
Yr 3: 2015-16	JIST Grant Accelerating Opportunities	Lucas Hunziger	Category 5
Yr.2: 2014-15	Annual Dollars Raised by the HCC Foundation for Scholarships	Craig Mosher	Category 5
Yr 2: 2014-15	Testing Fees for Business-Westar, Technical Electrical	Regional Directors	Category 5

Objective 4: Implement strategic planning process using HCC criteria

Yr. 1: 2013-14	Embed continuous improvement action Projects in the SPC process.	Craig Mosher	SPC
Yr. 1: 2013-14	Work to implement continuous improvement processes within standing committee work. Include posting minutes and by-laws.	Craig Mosher	SPC

AQIP Categories

- 1- Helping students learn
- 2-Meeting student and other key stakeholder needs
- 3-Valuing Employees

Shared Performance Outcomes

- Respect Others
- Communicate Effectively
- Be competent at your work
- Work effectively on teams

4-Planning and Leading

Think Critically

5-Knowledge management and resource stewardship

Act Responsibly

6-Quality overview focuses on the continuous quality improvement

Plan 2013-2016

Department/Team Results

WIG Team-Stephanie Peterson (campus), Di Hinrichs (Wamego), Erin Shaw (Perry), Therese Crary (Holton & Atchison) Amy Dulac, HCC Tech Center) 2013-14: 5.71% Enrollment Increase; 2014-15: 1.45% Enrollment Increase; 2015-16: 3.4% Enrollment Increase. Overall 2013-16: 5% (3 years) Overall 2012-16: 10% (4 years)

Regional Directors and Admissions Team Completed. Marketing was decentralized and budgets were assigned to Student Services staff at the campus and regions. Spring Course guide zip codes re-visited. Circulation we could afford is 150K and zip codes were strategically selected. Each regional director and online director is strategically targeting local ad market. Campus PR office is working on TV ads and coordinating Highland campus ads. Local relationships developed with Doniphan and Brown County school districts, businesses, parents, students, Summit Truck Bodies, and others. Nelnet payment plans established to aid students in affording college. Admissions enhanced social media campaigns to include You-Tube ads for targeted program enrollment. Additionally, two new recruitment brochures were designed and utilized. HCC also purchased and initiated the HCC Engage application to enhance student engagement and communication. Various efforts to promote the new Precision Agriculture program have been launched and several members of the HCC team have attended numerous community events inside and out of the nine-county service area to showcase the College.

Human Services Team Completed and Implemented - Developed Human Services AA/AGS Degree.

Regional Directors Completed, approved and in use.

Soph. Experience Sub-committee	Completed and Recommendation: Committee studied sophomore retention, collected data, and determined that retention strategies are being embedded across campus, but not in the form of a specific sophomore experience. This has been evidenced by increased second year students in housing, increased returning student enrollment on campus, increased football and volleyball returners Summer Blitz and fall. The recommendation is that we collect information in the region about retention. That has been done and is being reviewed and prepared for AQIP portfolio.
Di Hinrichs & Regional Directors	Completed. This data has been collected and is in process of being reviewed and prepared for Category 2 of the AQIP portfolio.
Fusion Committee	Completed. Lack of funding for project to continue. Looking for donor
Title III Grant Team	Completed. Enrollment grew at the Western Center 106% from 2014-15 to 2015-16 (789 credit hours to 1628). Completed. This has been started and is integrated into the Viticulture and Enology Director's responsibilities.
Technical Center Staff	Completed. This has been started and is integrated into the Technical Center Director's responsibilities.
Arts At The Barn	Completed. Drawing upon lessons learned from Fusion, the Arts at the Barn Series features smaller venues of cultural activities that are self-funding.

Department/Team

and work environment.

Retention Sub
Committee:
Documenting
Complaints

Completed. Started with a complaint form on website. Reviewed 2015 and received very few complaints. The team reconvened and came up with a Student Compliment and Complaint process described on this page of the website: <http://highlandcc.edu/pages/student-compliment-and-complaint-process>.

Process Designed and ready for review by SPC.

Process Designed and ready for review by SPC.

Eileen Gronniger
(Human Resources),
Therese Crary
(Student Conduct).
Angie Eberly, Tyler
Nordman

Completed. New Equity and Grievance policy was written by team, approved by Board of Trustees, and implemented during the 2015-16 academic year. Implemented Maxient software in the 2015-16 academic year to assist in meeting mandates with data collection and case management.

Tyler Nordman,
Therese Crary, Angie
Eberly, and Kristin
Woodruff .

Completed. Included in the Equity and Grievance policy. Implemented Maxient software in the 2015-16 academic year to assist in meeting mandates with data collection

Cheryl Rasmussen	Completed. Implemented Maxient software in the 2015-16 academic year to assist in meeting mandates with data collection and case management.
Eileen Gronniger (Human Resources), Therese Crary (Student Conduct). Angie Eberly, Tyler Nordman Tyler Nordman (Student Life), (Security)	Ongoing. Completed level one (out of five) ATIXA training in September 2014-3 staff members. Many staff members completed investigator training in November 2014 and 2015. On campus training held in September 2015 for Equity Grievance Panel members. Completed training at Clery Conference in 2014. Ongoing campus training offered by Director of Student Life. 2016-17 will begin required online training for all staff members. Training offered as a result of purchasing "Campus Answers" training and tracking program.
Tyler Nordman, Cheryl Rasmussen	Completed level one NaBita Training November, 2014. Team training level two completed November 2015.
Eileen Gronniger (Human Resources), Therese Crary (Student Conduct). Angie Eberly, Kristin Woodruff, Mary Johanning, Terri Ball	Ongoing. Integrated into housing orientation, campus student orientation, employee meetings, No More Campaign. "Campus Answers" is an online training program that will be implemented 2016-17 academic year and offer training and tracking for all staff and students.

<p>Tyler Nordman (Student Life), Sarah Simmons, Doug Melvin (Security), Kristin Woodruff, Mary Johanning, Terri Ball</p>	<p>Completed. Numerous training events offered across campus.</p>
<p>Cheryl Rasmussen</p>	<p>Completed. Updated online forms for students and staff to complete when concerned about a student. These may be found at http://highlandcc.edu/pages/care-team.</p>
	<p>Completed. Equity Grievance Panel training held September 2015.</p>
	<p>Completed. Increased the number of methods for collecting stakeholder input and incorporated those methods into the planning and decision making process. In Progress. Personnel policies are online. Work is being done to streamline the process.</p>
<p>Tyler Nordman, Therese Crary, Angie Eberly, Kristin Woodruff, Eileen Gronniger.</p>	<p>Completed and Ongoing. Level One Title IX training completed. Investigator Training completed by most of Equity Grievance Panel members. Teams must continue to keep up with training in these issues and communicate with campus staff.</p>

Completed. Fall 2015, percentage of total marketing dollars allocated to each regional center and HCC Online. PDCA upcoming.

ources, and Support

Department/Team

Completed. Yr 2-Learning House metrics are available since 2010.

Part-time Instructor Eval Team

Developed and implemented.

Di Hinrichs, Cara
Baker, Lisa Parsons,
Stephanie Peterson.

Completed development and piloting of student e-walk through tool. Full use planned for 2016-17 academic year after suggested changes made summer 2016.

Instructional Council

Completed and Ongoing. During Spring 2016, a student assessment of classroom effectiveness tool was administered to all sections of 8 courses using existing ScanTron technology. Results are pending and will be sent to each participating instructor by August 1, 2016.

Instructional Council Completed. Using the HCC General Education Outcomes for program completers, faculty determined activities which demonstrate course activities (quiz items, papers, presentations, lab assignments) which closely aligned with each outcome. Performance on these assessments were reviewed for students who have completed 45+ general education credits and are being analyzed and reported, Summer 2016. Results will be used to target instructional strategies for these outcomes. This embedded assessment project replaces CAAP as an exit assessment for general education/transfer students.

Allison Johnson, Amy Dulac, Shelley Smith, Karen Jury, Sara Smith, Bethany Smith Completed. Researched and recommended Accuplacer.

and co-curricular activities.

Tyler Nordman, Cara Baker, Andrea Keller, Erin Shaw, Therese Crary, Di Hinrichs, Lucas Hunziger Completed and ongoing. HCC is tracking student progress and participation in the following five co-curricular activity categories: Academic/Professional, Culture and Diversity, Health and Wellness, Leadership and Service, Personal Development and Social Engagement.

Category 1 Team	Completed and Ongoing. Co-curricular activities (defined as activities or events which directly support a course competency) were identified in 11 courses within 4 academic divisions. This measure will be carried over into the next Plan with a goal of increasing the number and scope of activities related to student learning.
-----------------	--

and Improvement

Department/Team

Completed. 3 year program review process in place.

Part-time Instructor Eval Team	Completed. Developed and piloted fall 2015r and spring 2016.
Assessment Team	Completed. Means and measures of assessment, including coordination and reporting responsibility, were established for general education/transfer outcomes (AA, AS), program outcomes (academic disciplines, AAS, CERT) , course outcomes, and individual course competencies. Determining means of assessment for the Shared Performance Expectations (SPEs) are in-progress and will be administered as a pilot during 2016-17.

Stephanie Peterson, Lisa Parsons, Di Hinrichs, Cara Baker	Moved to 2016-17. Pilot data collected spring 2016. Full implementation of instrument Fall 2016.
---	--

Completed. Guidelines for Master Course Outlines and in-course assessment were established and are being introduced to all full-time and part-time basis on a 3-year cycle beginning Fall 16. Highland faculty participated in 100% of state-wide transfer (KCOG) course reviews and technical program alignment meetings. This is a joint project between Curriculum and Instruction and Academic Standards Teams.

Operational Effectiveness

Department/Team

Category 5 Team	<p>Complete. Reviewed past Board of Trustee meetings to develop a list of major decisions made by Board given to them by State Statutes.</p> <p>Completed half way-get feedback from Doc</p> <p>Completed.</p>
Business Office/IT Office	<p>Ongoing. Data cleanup is in progress with reimplementation. Training for IR is in place.</p> <p>Completed.</p>
Business Office/IT Office	<p>In Process: Payroll Integration, Human Resources Portal, and Purchasing Portal are yet to be implemented. There is discussion about how we want to proceed.</p>

IT	Completed.
Online Application Team	In process-Extend to Yr. 3 for implementation. This objective changed as we made the decision to implement "Full Measure."
Ellucian staff	Completed.
Academic Office, Tech Center	<p>In Process. After reviewing services offered by a company called "Full Measure" in fall 2015, the Board accepted a recommendation by the administration to purchase this software that will allow mobile capability for students and will also redefine some of the implementation that was previously planned with Ellucian. Full Measure has been purchased and initial campus discussions about implementation were held in the spring of 2016. In May 2016, a team from Full Measure came to campus and visited with about 25 PowerCampus users to determine roadmaps for setting up the software. Currently, there is training for academic planning and calendar set for September 2016, a demo scheduled fall 2016, and full implementation of Full Measure scheduled for Spring 2017. Permission and policy reviews will follow.</p> <p>In Process. See above. Full Measure is replacing our purchase and implementation of Ellucian Portal.</p>

IT Staff, In Process: Scheduled Actions will be replaced by "Full Measure" communication plans when this is implemented. See above. Boot camp training completed in February by IT staff. PowerFairs training completed in March by IT and Financial Aid Staff. Additional Ellucian Training will happen in September 2016.

Tyler Nordman, Jason Stegman Reviewed and moved to 2016-17 due to Full Measure implementation.

Ongoing. Full Measure will replace some or most of these add-ons. This will be reviewed after Full Measure Implementation and roll out-Spring/Summer 2017.

Various teams of students and staff. Ongoing. Some of these issues are addressed in the update of the Master Plan. Others are yet to be completed.

Special Climate Team Ongoing

	Completed
Team work	Completed
TBD	In progress

\$1,100,000 2015-2020

\$1,061,566 2010-2015

\$1,100,000 2015-2020

\$2,242,279 2013-2018

\$572,113 2010-2015

\$102,094 2015-2016

\$46,753 2015-2016

\$130,000 2015-2016

\$85,111 2013-2014

\$22,000 2015-2016

\$12,500 2015-2016

\$266,500 2015-2020

\$50,300 2014-2015

\$55,000 2015-2016

\$15,000 2013-2014

\$55,000 2014-2015

\$62,940 2015-2016

\$6,930 2014-2015

Completed.

Complete: Criteria 3, Objective 2; Criterion 4, Objective 1;
Criterion 5, Objective 1.

Ongoing. Space created in intranet for committee minutes.

Most are outdated. Need to review.

Highland Community College Strategic Plan 2013-2016 (Updated August 2015)

Criterion 1 – Mission

Strategy	Person	Standing Team	AQIP Category	
Objective 1: Manage Enrollment				
Yr. 1: 2013-14; Yr 2 2013-14, Yr 3 2015-16	Set enrollment goals at each site. Monitor and communicate progress regularly.	Cheryl Rasmussen	Admissions	Category 4
Yr 3: 2015-16	Drive Marketing Projects, Advertising, and Initiatives that align to Enrollment Goals.	Cheryl Rasmussen		
Yr 3: 2015-16	Analyze concurrent, online, and regional retention data	Di Hinrichs		
Objective 2: Contribute to strengthening local economics and enhance the quality of life.				
Yr 3: 2015-16	Develop Self-Funding Cultural Event Series	Peggy Forsberg		Category 2

Criterion 2-Integrity

	Strategy	Person	Standing Team	Category
Objective: Develop strategies to incorporate our common learning outcomes into our learning and work				
Yr. 1: 2013-14 and Reactivated for Yr: 3 2015-16 with increased reporting responsibility.	Act Responsibly: Document complaints received and resolution process	Audrey Caudle	Retention	Category 2
Yr. 3: 2015-16	Communicate Effectively: Implement campus- wide training to align with Title IX compliance reviews (i.e. sexual harassment, assault, workplace violence, etc.)	Cheryl Rasmussen	Student Services Directors	Category 1 & 3
Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with Clery Act, VAWA, and Campus SaVE compliance reviews.	Tyler Nordman	Student Services Directors	Category 4
Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with Behavioral Intervention compliance reviews	Kristin Woodruff	Student Services Directors, Care Team	Category 4

Yr. 3: 2015-16	Communicate Effectively: Implement campus-wide training to align with student conduct compliance reviews	Therese Crary	Student Services Directors	Category 4
Yr. 3: 2015-16	Work effectively on Teams: Improve gathering of stakeholder inputs and how they are used.	Dave Reist		
Yr 3: 2015-16	Communicate Effectively: Develop Employee Orientation Process	Eileen Gronniger		
Yr 3: 2015-16	Work Effectively on Teams: Title IX, CARE, and Student Conduct Teams receive appropriate training and support for continued implementation of Federal Compliance associated with Clery Act, VAWA, Campus SaVE, Association of Student Conduct, and National Behavior Intervention Team.	Cheryl Rasmussen		
Yr. 3: 2015-16	Communication: Purposeful Use of Marketing Dollars to meet the College Mission	Craig Mosher		

Criterion 3: Teaching and Learning Quality, Resources, and Support

Strategy	Person	Standing Team	Category
----------	--------	---------------	----------

Objective 1: Curriculum is relevant and level of quality is consistent across all delivery methods.

Yr. 3: 2015-16	Verify content, review processes in online instruction.	Denise Peters		
----------------	---	---------------	--	--

Objective 2: Institution provides support for student learning and effective teaching

Yr 3: 2015-16	Deveop E-Walk Through Student Services Observation Tool to serve as a self-assessment for student success.	Cheryl Rasmussen
Yr. 3: 2015-16	Develop tool for measuring student evaluation of teaching effectiveness.	Peggy Forsberg
Yr. 3: 2015-16	Develop an evalutation to measure student learning	Peggy Forsberg
Yr. 3 2015-16	Review and Develop a system wide placement plan. (Compass and ASSET placement testing will no longer be available after December 2016.)	Jolie McDaniels

Objective 3: Institution enriches educational environment by deliberately integrating curricular and co-cu

Yr 3: 2015-16	Begin work on development of Student Learning outcomes including categories of student development addressed in various co-curricular learning activities and assessed via e-walk through tool.	Cheryl Rasmussen
Yr. 3: 2015-16	Whenever appropriate, align co-curricular activities to align with curricular topics.	Peggy Forsberg

Criterion 4-Teaching and Learning: Evaluation and Improvement

Strategy	Person	Standing Team	Category
Objective 1: Establish a 3 year cycle of program review in academic and technical programs.			
Objective 2: Enhance an institution wide academic and non-academic assessment plan			
Yr.3: 2015-16	Establish an institution wide non-academic assessment plan- assesment for E-Walk Through	Cheryl Rasmussen	
Yr. 3: 2015-16	Ensure that course and program competencies are aligned with HCC general education/ transfer outcomes, and that all general education courses meet state-wide Guaranteed Transfer Course plan.	Peggy Forsberg	Academic Standards Team

Criterion 5-Resources, Planning and Institutional Effectiveness

Strategy	Person	Standing Team	Category
Objective 1: Improve operational efficiency for all units and aspects			
Yr 3: 2015-16	Document how data is used to make decisions	Dave Reist	
Yr 3: 2015-16	Evaluate data and evaluation processes	Doc Arnett	
Yr 3: 2015-16	PowerCampus Reimplementation: Phase 1 Academic Calendar Review/Revision; Define Roles and responsibilities; policy reviews	Josh Berry	Category 5
Yr 3: 2015-16	PowerCampus Reimplementation Phase 1: Ellucian Portal Implementation	Josh Berry	Kyle Erwine Category 5

Yr 3: 2015-16	PowerCampus Reimplementation: Phase 2 Scheduled Actions Training, PowerCampus Training, and Powercampus/PowerFaids Interface Set up	Josh Berry	Category 5
---------------	---	------------	------------

Yr 3: 2015-16	Begin review on interaction between website, portal, and personal applications to plan for future needs of internal and external stakeholders regarding HCC information retrieval.	Josh Berry	Category 2
---------------	---	------------	------------

Yr 3: 2015-16	Evaluate classroom and housing space needs relative to enrollment goals and consider available spaces for expansion i.e. Ken Babcock Technical Center spaces, Highland Elementary School spaces, available apartment spaces, Main street buildings.	David Reist	Category 5
---------------	--	-------------	------------

Objective 2: Increase the level of satisfaction for employees and students.

Yr. 3: 2015-16	Begin work on developing equitable salary structure for HCC staff members who are not on the master contract.	Dan Erbert	Category 5
----------------	--	------------	------------

Objective 3: Secure Alternate Funding

Yr 1,2,3	Title IV SSS Grant Administration	Andrea Keller	Category 5
----------	-----------------------------------	---------------	------------

Yr 3,2,5	Title IV SSS Grant Administration	Andrea Keller	Category 5
----------	-----------------------------------	---------------	------------

Yr 1,2,3	Title III Grant Administration	Terri Ball	Cateogry 5
----------	--------------------------------	------------	------------

Yr 1,2	Trac 7 Grant Administration	Terri Ball	Category 5
Yr 3: 2015-16	Perkins Grant Administration	Lucas Hunziger	Category 5
Yr 3: 2015-16	Perkins Reserve Grant	Lucas Hunziger	Category 5
Yr 3: 2015-16	ABE/GED Grant Administration	Mary Johanning	Category 5
Yr 1: 2013-14	AOK Grant Administration	Amanda Ramsey	Category 5
Yr 3: 2015-16	Nationl Science Foundation, one year extension	Scott Kohl	Category 5
Yr 3: 2015-16	Vesta Nat'l Center of Excellence, one year extension	Scott Kohl	Category 5
	Vesta Nat'l Center of Excellence	Scott Kohl	Category 5
Yr.2: 2014-15	KS Dept of Ag Speciality Crop Block Grant	Scott Kohl	Category 5
Yr 3: 2015-16	KS Dept of Ag Speciality Crop Block Grant	Scott Kohl	Category 5
Yr 1: 2013-14	Plus 50 Grant Administration	Amanda Ramsey	Category 5
Yr.2: 2014-15	Jist Grant Welding Program Enhancement	Amanda Ramsey	Category 5
Yr 3: 2015-16	JIST Grant Accelerating Opportunities	Lucas Hunziger	Category 5
Yr.2: 2014-15	Annual Dollars Raised by the HCC Foundation for Scholarships		Category 5
Yr 2: 2014-15	Testing Fees for Business-Westar, Technical Electrical	Regional Directors	Category 5

Objective 4: Implement strategic planning process using HCC criteria

AQIP Categories

- 1- Helping students learn
- 2-Meeting student and other key stakeholder needs
- 3-Valuing Employees
- 4-Planning and Leading
- 5-Knowledge management and resource stewardship
- 6-Quality overview focuses on the continuous quality improvement

Shared Performance Outcomes

- Respect Others
- Communicate Effectively
- Be competent at your work
- Work effectively on teams
- Think Critically
- Act Responsibly



Department/Team Results

Notes

WIG Team-Vanetta Geiger (campus), Di Hinrichs (Wamego), Sue Grosdidier (Perry), Luke Cairney (Holton & Atchison) Amy Dulac, HCC Tech Center) Regional Directors and Admissions Team

5% Enrollment increase across the college

Keep goals the same as 13-14. Keep the same for 15-16 and study the associated costs of housing, what it costs to run the regional sites, classroom spaces available.

Di Hinrichs & Regional Directors

Arts At The Barn

Drawing upon lessons learned from Fusion, the Arts at the Barn Series will feature smaller venues of cultural activities that will be self-funding.



Department/Team

and work environment.

Retention Sub Committee: Documenting Complaints	Completed. Form on website. Reviewed 2015 and received very few complaints. Want the team to reconvene and integrate documentation of this objective in all campus offices.
Eileen Gronniger (Human Resources), Therese Crary (Student Conduct). Angie Eberly, Kristin Woodruff, Mary Johanning, Terri Ball Tyler Nordman (Student Life), Sarah Simmons, Doug Melvin (Security), Kristin Woodruff, Mary Johanning, Terri Ball Andrea Keller, Cheryl Rasmussen	Integrating into housing orientation, campus student orientation, employee meetings, No More Campaign.

**Initial EGP training scheduled
for September 2015**

Tyler Nordman,
Therese Crary, Angie
Eberly, Kristin
Woodruff, Andrea
Keller, Eileen
Gronniger.

t

Department/Team

Yr 2-Learning House metrics
are available since 2010.

Vanetta Geiger, Di
Hinrichs, Cara Baker,
Andrea Keller

Instructional
Council

Instructional
Council

Allison Johnson,
Amy Dulac, Shelley
Smith, Karen Jury,
Sara Smith,
Bethany Smith

and co-curricular activities.

Tyler Nordman,
Cara Baker, Andrea
Keller, Erin Shaw,
Therese Crary, Di
Hinrichs, Lucas
Hunziger
Category 1 Team



Department/Team

Vanetta Geiger, Di
Hinrichs, Cara Baker,
Andrea Keller



Department/Team

Category 5 Team

Academic Office, Tech
Center

IT Staff,

Tyler Nordman, Jason
Stegman

TBD

TBD

\$1,061,566 2010-2015

\$1,100,000 2015-2020

\$2,242,279 2013-2018

\$572,113 2010-2015

\$102,094 2015-2016

\$46,753 2015-2016

\$130,000 2015-2016

\$85,111 2013-2014

\$22,000 2015-2016

\$12,500 2015-2016

\$266,500 2015-2020

\$50,300 2014-2015

\$55,000 2015-2016

\$15,000 2013-2014

\$55,000 2014-2015

\$62,940 2015-2016

\$6,930 2014-2015



Strategic Plan Action-Student Services

2015-16

Criterion 1-Mission

1. Set enrollment goals at each site. Monitor and communicate progress regularly.

September	See attached enrollment report. 11% overall increase to date from last year's audited fall numbers.
October	4% increase to date from last year's audited fall numbers. 27985 to 29108 credit hours.
November	3.85% increase to date from last year's audited fall numbers. 27985 to 29035 credit hours.
December	3.75% increase to date from last year's audited fall numbers. 27985 to 29007 credit hours.
January	5.5% increase to date from January to January comparison. 25442 to 26844 credit hours.
January	5.2% decrease to date from last year's audited spring numbers. 28323.5 to 26844. (8 week enrollment still available.)
February	1.7% increase to date from February to February comparison. 26844 to 28622 credit hours.
February	1% increase to date from last year's audited spring numbers. 28323.5 to 28622 credit hours.
April	New format for enrollment data report from PowerCampus. Increased accuracy.

2. Drive Marketing Projects, Advertising, and Initiatives that align to Enrollment Goals.

September	New recruitment materials printed and ready for distribution. See accompanying "H" and Tabbed Piece.
September	Team has begun work on Spring Course Guide. Due to printer late October and for distribution the week before Thanksgiving.
October	Team visited budget and determined we could afford 150,000 circulation. Made zip code determination of where piece will be sent. (Cut nearly 100,000 zip codes)
October	Director's team worked with Graphic Arts to produce Spring Course Guide and send to printer.
October	Summit Truck bodies-Wathena, KS-welding training advertising from grant. Targeted to enrollment in that program.
November	Doniphan and Brown County School District, Chamber, and College Technical Training Initiative-Surveys to students.
November	Spring Course Guides arrived in 150,000 mailboxes within part of service area and surrounding cities.

- December **Online Team** developed Youtube ad to enhance spring enrollment targeting moms; developing another focused on males. Also created and implemented a plan to advise medical coding students; sent email campaign to all school districts in our service area and locals that we work with to advertise SB 155 funded courses; reimplemented "getting started" bookmarks to help students who are already enrolled with the process. **Perry** has ongoing Buffalo Wild Wings ads that run in Lawrence locations. An ad ran in Lawrence last week for CNA/CMA classes and flyers have been posted in house and sent to high school counselors in Jeff County, Lawrence, and Topeka; running Facebook promotions for giveaways for enrolling early; publicized payment plans for concurrent students with high school counselors. **Western Center** has replaced billboards east and west of Baileyville; advertised in Marysville Advocate special pages for area athletic teams; funded a radio campaign leading up to open house and enrollment; use Twitter and Facebook to advertise enrollment. **Wamego** has radio ads running in and around Manhattan; emailed K-State advisors weekly for several weeks from November through January start date; placed local print ads in newspapers; placed print ad in K-State Collegian. **Highland Campus** is advertising locally in Chief and sending email campaigns to wish prospective students Happy Holidays and remind them of visit day in January. **Holton** Holton Recorder: holiday ad in newspaper, a couple of signature ads and in holiday shopper, Student of the Month ads, radio ads, social media (Fb and Twitter), new "Enroll Now" banner hanging outside building, Holton Holiday house tour, Holiday Parade of lights, purchased an ad on a track hurdle to be used this Spring, advertising on a local map that is distributed by real estate agents, chamber of commerce, etc.
- December Doniphan and Brown County School District, Chamber, and College Technical Training Initiative-surveys to parents in all 5 districts were developed and sent.
- January Business Surveys were sent to Brown and Doniphan County Businesses. As a part of this, effort, we realized that there was not a list of businesses in Doniphan County. HCC staff worked to develop this list to include emails. That held up the survey being sent, but is necessary to communicate with businesses.
- January As an effort to enhance enrollment in Atchison at both regional and technical centers, the decision was made to replicate the Doniphan/Brown project in Atchison to include all Atchison County high schools and McLouth, Oskaloosa, and Jefferson North in Jefferson County. In addition, Pleasant Ridge will be included as a testimonial for Tech Center relationships.
- January Initiated Nelnet Payment plan. About 19% (541 students/ 2850) of HCC students utilized the Nelnet Payment plan for spring. Online=197; Highland=145; Wamego=87; Perry=44; Tech Center-16; Holton=13; Other=39.
- January On campus housing is 82% full. Last year at this time we were 85% full.

- February Doniphan/Brown County School and Business Project data will be discussed at Feb 22 luncheon meeting.
- February Meeting with Highland Campus and Technial Center personnel to discuss TV, Print, and digital advertising effort for Technical programs specifically. Will include a new Technical Center commercial. Will include TV ads during March Madness throughtout greater St. Joseph Area.
- February Worked with regional directors and PR office to develop fall course guide.
- March Admissions starting social media campaign about technical programs and earnings associated with each program. Plan is to advertise Tier 1-programs that need most enrollment, tier 2, etc.
- March Admissions Team working on updating H and tabbed recruitment brochures.
- March Admisions creating youtube videos to target low enrollment programs.
- March Student Activities developing youtube videos for various activity opportunities.
- March Admissions and Student Activities working on developing prospective student portion of HCC Engage application.
- March Student Services directors exploring digital media including google analytics and additional training.
- March Television Advertisement Spots during March Madness
- March Precision Ag Day/Open House Event at Western Center
- April HCC Online launched a secont YouTube video.
- April New technical radio ads
- April New technical commercial filming complete
- April Prarie Band Career and College Fair
- April All Regional Open Houses and Doniphan/Brown Co. Information Nights, Wamego booth at Tulip Fest.
- April Technical Center - Career Fair and Car Show
- May Course guide completed

3. Analyze concurrent, online, and regional retention data.

- September A retention report was created and presented at the Student Services Director's Meeting.
- October The retention report was prepared for all regions and online to review. Still in progress.
- March Review retention data====add to this

Criterion 2-Integrity

1. Act Responsibly: Document complaints received and resolution process

- September The feedback form on the website has been created, but has not been utilized extensively. The committee was asked to create a process for documenting complaints across campus and collecting all data.

- December Sent question to listserv to compare how peer institutions document complaints. Maxient will be the primary data collection source for complaints.
- January Created a Student Compliment and Complaint Page to align with KBOR and DOE requirements. Board will approve a portion of this at January meeting. <http://highlandcc.edu/pages/student-compliment-and-complaint-process>

2. Communicate Effectively: Implement campus-wide training to align with Title IX compliance reviews (i.e. sexual harassment, assault, workplace violence, etc.)

- September On September 10, we hosted a training for the HCC Equity Grievance Panel members. Training included general Title IX training, a review of the responsibilities of the EGP with regard to student conduct, investigators training, and work in various mock scenarios. HCC staff members and Lori Church, attorney from KASB, conducted the training.
- September Created and posted a Title IX Resources page on the HCC website.
- November FERPA Training in Director's Meeting from the Registrar's office.
- November FERPA Training for DEA Team (Data Entry Assistants).
- March Title IX Presentation for Perry Adjuncts and Regional Full time employees-at Perry. March 1
- February Campus speaker on equity/diversity.
- February Opportunity to discuss Letter from the Birmingham jail.
- April Safe Zone Training for campus students

3. Communicate Effectively: Implement campus-wide training to align with Clery Act, VAWA, and Campus SaVE compliance reviews.

- October Domestic Violence Awareness Month-Intimate Partner Violence twitter campaign launched on campus.
- October Annual Security Report for Clery Act was completed and shared with all students and employees and posted on website.
- October Clothesline Project at Perry for Domestic Violence Awareness Month.
- October Red Ribbon Week at Holton for Drug/Alcohol Awareness.
- November Heartland Campus Safety Conference Attendance-Investigator Training
- November Attended NaBITA (Behavior Intervention Team) training
- December Provided CSA (Campus Security Authority) training for Student Services Directors
- January Housing Director.
- February Crisis Team working on Emergency Guides to be posted online and to be used internally.

4. Communicate Effectively: Implement campus-wide training to align with Behavioral Intervention compliance reviews

- September On September 1, the Title IX, Student Conduct, and Care team went through training to utilize the new student conduct/BIT software, Maxient.
- September Subsequent to the initial Maxient training, the campus teams met throughout September to set up the software for use.

- September On September 21, Maxient went live.
- October Created and posted a new General Incident IR on the website and communicated to all employees and students about its availability.
- October Created and posted a new Discrimination, Harassment, and Gender-Based Misconduct form and communicated to all employees and students about its availability.
- October Created form for attendance policy dismissals and communicated to all faculty.
- November NABITA Conference/Training -attended by CARE Team
- December Care Team logo created
- December Created and Distributed Relationship Violence Brochures and How to Help a Friend cards

5. Communicate Effectively: Implement campus-wide training to align with student conduct compliance reviews

- September See above - 2.4.September
- November Add Technical Center campus in Maxient-Internal training.
- February Completed training for campus faculty on student conduct and behavioral intervention forms and processes.

6. Work Effectively on Teams: Title IX, CARE, and Student Conduct Teams receive appropriate training and support for continued implementation of Federal Compliance associated with Clery Act, VAWA, Campus SaVE, Association of Student Conduct, and National Behavior Intervention Team.

- October Members of Title IX policy writing team attended ATIXA (Association of Title IX Administrators)/SCOPE (School & College Organization for Prevention Educators) Conference on Title IX issues and Prevention of Sexual Assault. Clery, VAWA issues also addressed at conference.
- October Quarterly Meeting of the Crisis Team. Changed Campus Lockdown policy and Trained faculty and staff in the process. Student training in process.
- November Conducted Campus Crisis Lockdown Drill
- December CSA Training at Director's meeting

Criterion 3-Teaching and Learning: Quality, Resources & Support

1. Develop E-Walk Through Student Services Observation Tool to serve as a self-assessment for student success.

- August E-Walk Through development team met on August 28 to finalize programming for E-Walk Through tool with Sue Jenkins, our Southwest Service Center consultant. After the programmer completes his work, the tool will be piloted-hopefully late this fall.
- January E-Walk through tool has been designed and programmed. The team added two members and will be conducting pilot observations from the end of January through April. The goal is to observe each student services staff member approximately 5 times between now and then. By that time, we should have some good data and be able to tweak the product and determine training needs for staff.

2. Review and Develop a system wide placement plan. (Compass and ASSET placement testing will no longer be available after December 2016.)

- September A team has begun work on replacing the Compass and ASSET testing and is leaning toward using Accuplacer. The decision will be made by late fall and will be ready for implementation Spring 2016 at the earliest and Fall 2016 at the latest.
- August Appointed committee to study placement testing
- September Committee met to study various options
- November Committee recommendation to utilize Accuplacer as new placement testing
- December President's Staff approved committee recommendation to utilize Accuplacer
- January Cut off scores for Accuplacer have been recommended to be used state-wide. HCC will utilize those recommendations.

3. Begin work on development of Student Learning outcomes including categories of student development addressed in various co-curricular learning activities and assessed via e-walk through tool.

- September Survey monkey surveys have been designed and implemented across all of campus to assess the effectiveness of various programming offered for students.
- September All staff were notified of the categories for student involvement including: Academic & Professional, Culture and Diversity, Health & Wellness, Leadership & Service, Personal Development & Social Engagement. They were asked to keep track of all opportunities outside of the normal classroom activities that were sponsored by HCC and to categorize those activities. A spreadsheet will be kept and reports will be given to the staff and board.
- January Student Services collected Fall 2015 information on student development categories and found the following: HCC offered 145 activities within the five categories. 6046 students (duplicated) participated in the activities. Academic & Professional (37 activities), Culture and Diversity (10), Health & Wellness (15), Leadership & Service (36), Personal Development & Social Engagement (47).

Criterion 4- Teaching & Learning: Evaluation and Improvement

1. Establish an institution wide non-academic assessment plan-assessment for E-Walk Through

Criterion 5-Resources, Planning & Institutional Effectiveness

1. PowerCampus Reimplementation: Phase 1 Academic Calendar Review/Revision; Define Roles and responsibilities; policy reviews

2. PowerCampus Reimplementation Phase 1: Ellucian Portal Implementation

- September Two different meetings have been held with a company called Full Measure to review software available that would replace portal implementation. Campus team recommended purchase. This software would also include launching mobile capability for students.
- October Board approval received for purchase of software. In conversation with Pratt Community College about their implementation of Full Measure.

- October IT staff meeting with Full Measure to make full determination with regard to implementation.
- October Initial stages of planning for Ellucian Bootcamp Training on Campus in early spring.
- November Signed contract with Full measure and began data cleanup in preparation for Full Measure Implementation-scheduled for March 2016

3. PowerCampus Reimplementation: Phase 2 Scheduled Actions Training, PowerCampus Training, and Powercampus/PowerFaids Interface Set up

- November Scheduled Boot Camp Training on campus for late February 2016.
- February PowerCampus 3 day training Feb 23,24,25 for several key users. Training was conducted on campus.
- March PowerFaids training for Financial aid director and applications specialist.
- April Enrollment Summary Reports included more accurate head counts, excluded inconsistent data, etc.
- May Full Measure Implementation Kick Off

4. Begin review on interaction between website, portal, and personal applications to plan for future needs of internal and external stakeholders regarding HCC information retrieval.

- September As mentioned in 5.2.a., Full Measure provides interaction between website and portal.
- November Full Measure implementation schedule has been set and will satisfy this strategy

