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HCC STRATEGIC PLAN GOALS AND INITIATIVES

Entire Plan Begun in AY 16/17, Items Listed In Chronological Order Per Topic

1. MISSION GOALS

1. A. The institution's mission is broadly understood within the institution and guides its operations.

Complete Full Measure implementation in order to keep students engaged, informed, and making progress toward their chosen

1. B. The mission is articulated publicly.

Continuous quality improvement in all campus communication to include regular meetings among divisions, written communication

1. C. The institution understands the relationship between its mission and the diversity of society.

Create a cross departmental Diversity and Inclusion Team to include faculty, staff and students.

1. D. The institution's mission demonstrates commitment to the public good.

Work with constituencies in the Wamego Area to develop a Kansas Wine Region

Engage business Partners (in Diesel Tech and Precision AG) more aggressively

Use the School/Business/Parent model survey developed for use in Nemaha, Brown, and Doniphan counties to conduct a needs assessment in Jefferson counties in Spring 2017.

Work with local businesses to develop, customize, and find training they need locally to expand and upskill their workforce. Collaborate with K-12 districts in ways beyond offering credit to raise the level of college and career readiness of graduates in high career pathways.

2. INTEGRITY GOALS

2. A. The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows policies and processes for its governing board, administration, faculty, and staff.

Implement campus-wide training to align with Title IX compliance reviews

Title IX, CARE, and Student Conduct Teams receive appropriate training and support for continued implementation of Federal Civil Rights Act, VAWA, Campus Save, Association of Student Conduct, and National Behavior Intervention Team.

Provide Professional Development/Training for all employees.

Develop New Employee Orientation Process to include a formal mentoring system for faculty and staff.

Implement a nationally normed employee climate survey.

2. B. The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, cost to students, control, and accreditation relationships.

Enhance Website Accuracy/Usability for Employees

2. C. The governing board of the institution is sufficiently autonomous to make decisions in interest of the institution and to en

2. D. The institution is committed to freedom of expression and the pursuit of truth in teaching and learning.

Implement Academic Freedom and Integrity Statement

2. E. The institution's policies and procedures call for reasonable acquisition, discovery and application of knowledge by its fac

Create and implement IRB process and procedures.

Develop and implement best-practice classroom instruction and tools (e.g. Turnitin) to promote academic integrity practices and delivery formats

Use centralized data in Maxient to develop targets to increase campus safety, decrease plagiarism, and enhance campus climate

3. TEACHING AND LEARNING: QUALITY, RESOURCES, AND SUPPORT GOALS

3.A. The institution's degree programs are appropriate to higher education.

Present program outcomes for each general education/transfer and certificate/AAS program and implement 2-3 student learning goals for each program.

Review the Graphic Design program as well as others that are identified, to fit current needs of the service area.

Implement a plan for evaluating student outcomes in the online learning environment.

3.B. The institution demonstrates that the exercise of intellectual inquiry and the acquisition, application, and integration of knowledge are integral to its educational programs.

Enhance student development by offering activity and classroom programming across these five areas: Culture and Diversity, Academic Health and Wellness; Leadership & Service, and Personal Development and Social Engagement.

Create a statement regarding diversity and multiculturalism appropriate for all First Day Handouts.

Consider organizing academic department around division chairs to provide oversight, leadership, and accountability.

3.C. The institution has the faculty and staff needed for effective, high quality programs and student services.

Value, support, and encourage professional development activities to include conference attendance, presentation, and research

Implement an assessment of the effectiveness of office hours.

Enhance student resources provided to online students.

Develop a series of professional development (online, in-service, self-paced) resources aligned with the measures in the evaluation and creating faculty improvement plans.

3.D. The institution provides support for student learning and effective teaching.

Implement new full time faculty evaluation tool .

Implement a plan for evaluating instructor effectiveness in the online learning environment.

Develop a series of professional development (online, in-service, self-paced) resources aligned with the teaching/learning measures and HCC-Online evaluation tools.

Identify and implement research-based, best-practice group activities within selected courses and determine measures for assessing outcomes for these activities

3.E. The institution fulfills the claims it makes for an enriched educational environment.

Enhance career services opportunities for students across HCC. (Already established a Career Placement and Student Employer Measure implementation.)

Require each of the academic scholarship areas to offer regular student engagement opportunities within their areas by Fall 2017

4. TEACHING AND LEARNING: EVALUATION AND IMPROVEMENT GOALS

4.A. The institution demonstrates responsibility for the quality of its educational programs.

Develop a Gen ED/CTE Collaboration Council to improve integration between general ed and career tech ed programs.
Implement Master Course Outlines for all general education courses.

Identify, develop and implement a web-based tool for assessing student perception of teaching effectiveness.
Continue to improve the academic program review process inserting benchmark reports to provide evidence that recommendations

Implement a non-academic program review process.

4.B. The institution demonstrates a commitment to educational achievement and improvement through ongoing assessment of

Expand assessment of student performance for all modalities based on Shared Performance Expectations.

Develop a robust assessment process to measure student outcomes.

Develop dashboards to assist in monitoring performance across the organization.

4.C. The institution demonstrates a commitment to educational improvement through ongoing attention to retention, persistence in its degree and certificate programs.

Revise curriculum in College Success and Orientation class (COL 103) to enhance retention, persistence and completion rates.

5. RESOURCES, PLANNING AND INSTITUTIONAL EFFECTIVENESS GOALS

5.A. The institution's resource base supports its current educational programs and its plans for maintaining and strengthening

Implement budget initiatives that support adequate numbers of staff members and competitive and equitable salary packages.
Strengthen hiring approach and improve practices in defining qualifications for jobs.
Conduct an environmental scan in 2017 to inform the next strategic planning process.

Work with Alumni & Foundation Boards to raise money from donors (alumni, friends, corporations)

Develop a campus wide, transparent budgeting process that supports the strategic plan.

Develop and implement a useable data dashboard to include internal and external benchmarks.

Continue working toward and communicating progress toward R3 Campaign and Reimplementataion Processes.

5.B. The institution's governance and administrative structures promote effective leadership and support collaborative processes to fulfill its mission.

Deploy ERP and Payroll Improvements

Review and update Highland Community College Board Bylaws.

Develop a succession plan for college leadership.

Continue development of employee recognition and incentive programs to include retirements, resignations, promotions, innovation measures.

Develop performance evaluations for non-master contract staff.

5.C. The institution engages in systematic and integrated planning.

For the purpose of improving maintenance and condition of student housing, develop a long-range plan for campus apartment residence system wide facility planning (evaluation of classroom and housing space, athletic facilities, regional operations) to achieve goals.

Address HCC's Technology and Data Security Needs.

Develop a budget process which supports the college mission, strategic plan, and the Shared Performance Expectations.

5.D. The institution works systematically to improve its performance.

Conduct Athletic Alumni Survey for recent alumni on their HCC Athletic Experience.

Continue deploying new enhanced applications for better service.

Enhance and Improve HCC's Online presence.

REFERENCES

*SPE's, CCSSE, SSI, Climate Survey,
AQIP Category*

RESPONSIBLE

*Person, Group, Department, and/or
Working Team*

RESULTS

Category 2

Directors IT, Admissions,
Advising

SPE 2, CS

Category 2, SPE 3, 5

Director of Student Life and
Counselor

Category 4

President, Executive Director of
HCC Foundation, Director of
Viticulture and Enology
President, Executive Director of
HCC Foundation, Technical
Center Director, Director of
Western Center

Category 4

Vice President for Student
Services, Technical Center

Category 2

Director, Perry Center Director

Category 2

Technical Center Director

In Progress

Category 2

Director of Concurrent
Education

SPE 2, 4

Vice President for Student
Services and Human Resources
Director

On going

SPE 1, 5,6

Vice President for Student
Services

Completed & On Going

SPE 1, CS

Vice President for Student
Services, Vice President for
Academics, Human Resources
Director

In Progress

Category 3; SPE 1, 5; and CS

Director Human Resources and
Faculty Representative

Not Complete - In Progress

Director Feedback

Director of Institutional
Research

*SPE's, CCSSE, SSI, Climate Survey,
AQIP Category*

*Person, Group, Department, and/or
Working Team*

SPE 2; CS

Category 1, SPE 2

Vice President of Academics

Category 1; SPE 5

Director of Institutional Research
Vice President for Academics,
Institutional Research Director,
English/Speech Faculty
Vice President for Student
Services, Student Conduct
Director, Student Life Director

Category 2

Category 1

Vice President for Academic
Affairs & Instructional Council
Vice President for Academic
Affairs, Graphic Designs

In Progress

Category 2

Instructor

In Progress

Category 1, SPE 1

Director of eLearning

Category 2

Vice President for Student
Services, Student Life Director,
Regional Directors

Category 1, SPE 3

Diversity & Inclusion Team,
Curriculum and Instruction Team
Vice President for Academic
Affairs and Instructional Council

SPE 6

Category 3

Vice Presidents and Human
Resources

Category 2,3, SPE 5

Director of Institutional
Research

Category 2

Vice President for Student
Services & Director of eLearning
Vice President for Academics
and Professional Development
Team

Category 3

Category 1, SPE 1

VPAA and Faculty

Category 1, SPE 1

Director of eLearning

*SPE's, CCSSE, SSI, Climate Survey,
AQIP Category*

*Person, Group, Department, and/or
Working Team*

Category 1

Vice President of Academic
Affairs, Director of Concurrent
Instruction, Director of
eLearning

Category 1, SPE 6

Vice President for Academic
Affairs, Faculty Team

Category 2

Director of Advising, Director of
Financial Aid

Category 2

Vice President for Student
Services and Academic
Scholarship Sponsors

Category 1,CS

Category 1 & 2, SPE 1

Vice President for Academic
Affairs, Director of Institutional
Research

Academic Standards Committee

Category 1

Category 1, SPE 4

Vice President for Academic
Affairs, Director of IT,
Assessment Team

Category 2

Instructional Council

Vice President for Student
Services & SS Directors

Category 1

Vice President for Academic
Affairs, Director of Institutional
Research

In Progress

Category 1

Director of Institutional

Category 2, SPE 4

Research and Assessment Team

Director of Institutional

Research

Director feedback

Category 3, SPE 3, CS

Category 3

Category 2, SPE 4

Vice President for Finance and
Operations

Director of Human Resources

President's Staff & Director of Institutional Research

*SPE's, CCSSE, SSI, Climate Survey,
AQIP Category*

*Person, Group, Department, and/or
Working Team*

Category 4

President, Vice President for
Institutional Advancement,
Executive Director of
Foundation, Director of Alumni
Services

Category 4, SPE 3,4,5

Vice President for Finance and
Operations

Category 4, SPE 4, CS

Director of Institutional
Research

Category 5, SPE 2

IT

Category 3 & 5

Director of IT, Human Resources,
and Payroll Clerk
President

Category 4, SPE 4 & 5

Category 3, SPE 1,4,5

Administrative Assistant to the
Vice President for Institutional
Advancement

Category 3, SPE 3, CS

Category 3

Director of Human Resources

Category 2

Vice President for Finance and
Operations, Vice President for
Student Services, Director of
Student Life

Category 4, SPE 4

President's Staff

On Going

Category 5

Director of IT

Category 5, SPE 5

Vice President for Finance and
Operations

Category 2, SPE 1

Director of Athletics

Category 5

Director of IT

Category 5

Director of IT, Director of
eLearning, IT staff

NOTES



Workplace Answers

16/17-ASCA (Crary)









Highland Community College Dashboard Data					
Mission	FY 16	FY 17	Current FY 18	Goal	Responsible
Student Data					
Retention (First Time, First Year, Fall to Fall)					IR
Graduation Rates					IR
Transfer Rates					IR
Credit Hour Enrollment					IR
# Student Athletes					
Athlete Retention Rate					
% Housing Full					
Integrity					
Employee Satisfaction					
Item from survey					
Student Satisfaction					
Item from SSI or CCSSE					
Student Conduct Cases					
Student Plaegerism Cases					
Student Conduct Cases					
Community Satisfaction					
Teaching and Learning: Quality Resources and Support					
Student Participation					
Activities					
Tutoring					
Club and Organization Participants					
Student Assessment of Support					
CCSSE or SSI Item(s)					
Teaching and Learning: Evaluation and Improvement					
Student Assessment of Instruction					
CCSSE item					
Industry Testing for CTE					
Student Competency Score (CTE)					
Satisfactory Academic Progress					
Warning or Suspension					
Return to Good Standing					
Resources, Planning, Insitutional Effectiveness					
Financial					
Cash on Hand					
% Budget Spent					
Non-Master Contract Employees					
Number at Minimum Salary point					
Number at Midpoint Salary point					
Number at Maximum Salary point					
Alumni Satisfaction					
Athlete Satisfaction Survey					
Alumni Student Satisfaction					
Development					
Financial pledges year to date					
Contributions year to date					
Gainful Employment (CTE)					
Outstanding Dollar Amount Accounts Receivable					

SPE Evaluation Data-respect others number one					
Athletic Team Retention					
Scholarship area retention					
COL 103 passing					
SAP warning to suspension					
SAP warning to self reinstatement					
SAP suspension to self-reinstatement					
SAP suspension to probation with or without plan					
# care team cases					
CCSSE and SSI					
# clubs and organizations					
# of student members of clubs and organizations					
# housing contracts					
# in default					
# academic standing					
# who still owe a payment					

