



Status of Objective		Achieved (Benchmark for objective has been met)		
		On Track (Forward progress is being made on objective)		
		Off Track (Work on the objective has stalled)		
		Not Achieved (Objective will not be achieved by deadline)		
Goal	Subgoal	Objective	Status	
2. Foster Student Success	2.1. Adopt best practices for developmental education.	2.1.1. Decrease the percentage of students placed into developmental education courses by 5 percent.		
		2.1.2. Accelerate transition from lowest level developmental courses to college-level courses: from four semesters to three semesters for developmental math and from three to two semesters for developmental English.		
		2.1.3. Position a developmental education coordinator to lead the developmental education council, annual developmental education forums, and increased communication and coordination across various departments working with students in developmental education classes.		
	2.2. Ensure College services are appropriately aligned to allow students to achieve their academic goals.	2.2.1. Create a relational student-advising model to increase student satisfaction with availability and accuracy of advising by 2 percent as measured in the student satisfaction survey (Fall 2018 to Fall 2019).		
			2.2.2. Expand the in-class tutoring (ICT) program to improve student retention by 5 percent (ICT-supported classes vs non-ICT classes) as compared to 2015 retention rates.	
		2.2.3. Complete business process engineering (BPR) to map registration process through Ellucian/Banner for the workforce development department that allows payment at the time of registration.		
		2.2.4. Increase student engagement with orientation by 1 percent, using the 2015 SENSE participation rates as a benchmark.		
	2.3. Implement innovative strategies to positively impact enrollment, retention, graduation, transfer, and placement rates.	2.3.2. Create recruitment and marketing plans to ensure enrollment trends are better than Pennsylvania community colleges' average.		
			2.3.4. Increase fall-to-fall retention by 1 percent by implementing large-scale strategies to improve student success.	
		2.3.6. Strengthen partnerships with high schools to increase college-readiness and dual-enrollment rates by 5 percent.		
		2.3.7. Develop a comprehensive outreach and recruitment plan to increase the recruitment, engagement, and success of traditional and virtual students belonging to historically underrepresented or underserved populations.		
		2.3.8. Identify, assess, prioritize current actions, and develop new initiatives aimed at increasing retention and graduation rates of students belonging to historically underrepresented or underserved populations, including those that have an identified ability gap or accommodative need.		

Status of Objective		Achieved (Benchmark for objective has been met)	✓
		On Track (Forward progress is being made on objective)	→
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Goal	Subgoal	Objective	Status
3. Strengthen Institutional Sustainability	3.2. Establish a comprehensive plan to ensure HACC remains affordable, accessible and fiscally sustainable.	3.2.1. Develop a plan to align the 2018-19 approved budget with the strategic plan	→
		3.2.2. Establish a revenue-generation think tank and produce report of revenue generating ideas.	→
		3.2.3. Research and make recommendations to implement best practices to improve financial ratios.	→
		3.2.4. Institute quarterly Collegewide “lunch and learn” on finance/budgeting/procurement processes to increase financial awareness across the College.	→
		3.2.6. Raise \$10 million for Cooper Student Center renovations.	→
		3.2.8. Raise \$1.5 million for the President’s Fund for Excellence.	→
	3.3. Institute best practices in communications to effectively share College-related information.	3.3.3. Implement College wide best practices to improve internal communications by 2 percent over established baseline.	→
		3.3.5. Create marketing, recruitment and student success plans to increase student enrollment among people of color by 2 percent.	⚠
		3.3.6. Identify and maintain database of all relevant HACC policies, procedures and practices, which relate to inclusion and diversity.	→

Status of Objective		Achieved (Benchmark for objective has been met)	✓
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		Off Track (Work on the objective has stalled)	⚠
		Not Achieved (Objective will not be achieved by deadline)	⚠
Goal	Subgoal	Objective	Status
4. Instill Inclusivity	4.1. Maintain a commitment to the equitable access, engagement, and success of HACC's current and future student scholars.	4.1.1. Continuously assess the climate of inclusion and diversity across the College, including providing a platform for continuous assessment/feedback regarding perceptions of College climate.	➡
		4.1.2. Review current policies, procedures, and practices to ensure alignment with the College's mission around inclusion and diversity.	➡
		4.1.3. Institute recommendations developed by the Employee Engagement Task Force from climate review and implement related recommendations.	➡
	4.2. Nurture an environment that invites opportunities for cultural and intercultural engagement.	4.2.1. Increase the number of individual faculty that volunteer to integrate diversity and inclusive objectives into the curriculum at the College/program, and individual faculty level.	➡
		4.2.3. Increase collaborative efforts among offices that seek to primarily support students' diverse needs.	➡
	4.3. Enhance the recruitment and search processes to ensure a workforce reflective of HACC's diverse service market.	4.3.1. Implement three new processes and initiatives designed to ensure equity throughout the recruitment and research process.	➡
		4.3.4. Implement the recommendations of the training needs assessment conducted in spring 2015 on: courses needed, number of participants, return on investment and implementation of specific recommendations.	➡
		4.3.5. Improve time to fill positions and increase number of vacancies filled to improve the employee recruitment process.	➡
	4.4. Develop and promote opportunities for active engagement that strengthens the diversity-rich communities within our service footprint or service market.	4.4.1. Align HACC's business structures to be inclusive of local minority and women entrepreneurs.	➡
		4.4.3. Engage HACC alumni, who identify as belonging to historically underrepresented or underserved populations, to develop initiatives that support the engagement and retention of current HACC students.	➡

Archive

Achieved (Benchmark for objective has been met) ✓

Cancelled (Objective has been replaced) ⊗

Goal	Subgoal	Objective	Status
1. Advance Academic Excellence	1.1. Be recognized at the local, regional and national levels for academic excellence.	(Old Objective 1.1.1) Develop a system for tracking data that demonstrate the number of faculty serving in leadership roles in local, regional and national organizations and faculty publishing or presenting at conferences.	✓
		(Old Objective 1.1.2) Develop a system for tracking data that demonstrate the number of students participating in conferences and academic competitions, and passing regional or national exams.	✓
		(Old Objective 1.1.3) Increase promotion and recognition of academic excellence of faculty and students by 5 percent.	⊗
	1.2. Cultivate faculty innovation in curricular and co-curricular activities.	1.2.1. Deploy a prototype of at least one video-connected classroom.	✓
		1.2.2. Present six workshops on best practices for teaching in the new Collaborative Classrooms.	✓
		(Old Objective 1.2.1) Increase co-curricular offerings by the student development department to ensure that experiences outside of the classroom are aligned with the curriculum.	✓
		(Old Objective 1.2.2) Establish a baseline for faculty participation in Centers for Innovative Teaching Excellence (CITE).	✓
		(Old Objective 1.2.3) Present three workshops that encourage increased faculty adoption of teaching technologies and approaches that reflect best practices.	✓
	1.3. Implement strategies that position online students for academic and career success.	1.3.1. Offer 10 online workforce training opportunities.	✓
		1.3.2. Implement strategies to improve online student retention.	✓
		(Old Objective 1.3.1) Create seven new online workforce development training opportunities.	✓
		(Old Objective 1.3.2) Assess faculty and student access to and support for technical resources in Virtual Learning.	✓
		(Old Objective 1.3.3) Establish best practices in online academic support to improve success rates for students in online classes.	✓
	1.4. Review and align all academic and workforce development programs.	(Old Objective 1.4.1) Develop a process for implementing the College's new degree requirements.	✓
		(Old Objective 1.4.2) Implement a new program review process for the 30 programs identified as priorities for year one.	✓
		(Old Objective 1.4.3) Increase the number of workforce-to-credit program pathways by 5 percent.	✓

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Goal	Subgoal	Objective	Status	
2. Foster Student Success	2.1. Adopt best practices for developmental education.	(Old Objective 2.1.2) Revise sequence of courses to decrease time in developmental education and increase options for students placed into developmental education to accelerate transition to college-level courses.	✓	
		(Old Objective 2.2.1) Conduct process-mapping events in February 2016 to improve student services. Implement top three identified enhancements.	✓	
	2.2. Ensure College services are appropriately aligned to allow students to achieve their academic goals.	(Old Objective 2.2.3) Implement a communications and processing center to increase outbound communications to students by 10 percent.	✓	
		(Old Objective 2.2.4) Implement technology solutions to increase applicant-to-student conversion by 2 percent compared to fall 2015.	✓	
		2.3.1. Create a comprehensive strategic-enrollment-management and student success-plan.	✓	
	2.3. Implement innovative strategies to positively impact enrollment, retention, graduation, transfer, and placement rates.	2.3.3. Increase student satisfaction with course availability by 1 percent on the Community College Survey of Student Engagement (CCSSE).	✓	
		2.3.5. Recruit and retain high-performing students and increase enrollment in the Honors Program by 2 percent.	✓	
		3.1.1. Conduct an energy/water usage audit by building to establish a baseline to enhance sustainability efforts in conjunction with each campus master plan.	✓	
	3. Strengthen Institutional Sustainability	3.1. Establish a comprehensive long-term plan to improve the College's impact on its environment.	(Old Objective 3.2.1) Develop a plan to align the approved annual budgets with this strategic plan to align FY16/17 approved budget.	✓
			(Old Objective 3.2.1) Develop a plan to align the 2017-2018 approved annual budget with the strategic plan.	✓
3.2. Establish a comprehensive plan to ensure HACC remains affordable, accessible and fiscally sustainable.		3.2.5. Negotiate the next agreement with the sponsoring school districts.	✓	
		3.2.7. Raise \$2 million for scholarships.	✓	
		3.2.9. Raise \$500,000 for student emergency assistance funds.	✓	
		3.3.1. Implement a desktop videoconference solution for employees and students.	✓	
3.3. Institute best practices in communications to effectively share College-related information.		3.3.2. Implement a plan to locate College files on servers that are accessible from remote locations.	✓	
		3.3.4. Offer onsite and online efficiency tips workshops during fall 2016.	✓	
		3.4.1. Create a comprehensive academic technology plan.	✓	
3.4. Meet the growing technological needs of the College community.		3.4.2. Create new training opportunities to expand the use of existing technologies.	✓	
	3.4.3. Implement security awareness plan that includes online video training to promote a culture of data security awareness across all areas of the organization to support student privacy and limit College liability.	✓		
	3.4.4. Revise the College's disaster recovery and business continuity plan.	✓		

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Cancelled (Objective has been replaced) ⊗

Goal	Subgoal	Objective	Status
4. Instill Inclusivity	(Old Subgoal 4.1) Champion diversity and inclusivity.	(Old Objective 4.1.1) Develop two new and support existing events and initiatives on campuses to raise awareness of the value and benefits of diversity and inclusion.	✓
		(Old Objective 4.1.2) Assess competencies achieved on: Round circle discussion titled, "Let's talk: A Conversation about Race" And Professional Development on institutional cultural competence and group dynamics to identify diversity and inclusion competencies aligned with institutional needs.	✓
	(New Subgoal 4.1) Maintain a commitment to the equitable access, engagement, and success of HACC's current and future student scholars.	4.1.4. Evaluate accessibility for students across campuses and within Virtual Learning.	✓
	(New Subgoal 4.2) Nurture an environment that invites opportunities for cultural and intercultural engagement.	4.2.2. Develop opportunities for cultural and intercultural engagement, specifically for individual campuses.	✓
	(Old Subgoal 4.2) Create and maintain a collaborative culture across the College.	(Old Objective 4.2.2) Increase number of high-quality, relevant supervisory and leadership training and increase number of participants and return on investment.	✓
	(New Subgoal 4.3) Enhance the recruitment and search processes to ensure a workforce reflective of HACC's diverse service market.	4.3.2. Ensure continuous improvement in the access and retention of underrepresented/minority prospective and current employees.	✓
		4.3.3. Develop a comprehensive plan for the recruitment and hiring of qualified applicants and employees belonging to historically underrepresented or underserved populations.	✓
		4.3.6. Market a comprehensive benefits and rewards program to attract and retain high-performing employees to reduce turnover.	✓
	(Old Subgoal 4.3) Enhance recruitment and retention of employees and students to create a more diverse and qualified workforce.	(Old Objective 4.3.2) Reduce time to fill vacancies and change employee demographics by offering training and tools for hiring managers and search committees to promote best-practice hiring techniques and the elimination of unconscious biases.	⊗
	(New Subgoal 4.4) Develop and promote opportunities for active engagement that strengthens the diversity-rich communities within our service footprint or service market.	4.4.2. Implement three new opportunities for participation/engagement of local community members around issues of inclusion and diversity.	✓