building community through student success
Harper College Strategic Plan 2010-2015

IPAC: Inspiration Partnership Accountability Completion
By 2020, this nation will once again have the highest proportion of college graduates in the world. We used to have that. We’re going to have it again.

President Barack Obama

Harper needs to graduate an additional 1,000 students each year to reach President Obama’s goal.

The United States once led the world in the number of 25- to 34-year-olds with college degrees. Today, the U.S. ranks 12th among 36 developed nations according to the College Board.

To close the gap, President Obama has challenged community colleges to produce 5 million more graduates by the year 2020. Harper’s proportional share is 10,604 additional graduates.

Harper graduates about 2,500 students a year, which means Harper will have to average 1,000 more graduates annually over the next ten years to meet the President’s goals.

Building Community Through Student Success

HARPER COLLEGE’S FOUR STRATEGIC DIRECTIONS

I Inspiration
Develop programs with educational partners that inspire postsecondary education and career readiness as a life goal.

F Partnership
Engage in partnerships to develop programs in existing and emerging career areas that enable students to succeed in a global economy.

A Accountability
Create a culture of innovation, accountability and transparency.

C Completion
Increase completion and achievement of all students with a focus on underperforming student groups.
Building Community Through Student Success

INSPIRATION
- Inspire all students to seek postsecondary opportunities
- P-20 curriculum alignment
  - Alliance for College Readiness

PARTNERSHIP
- Create “stackable” career and academic pathways
- Integrate career readiness skills into education and training programs
- Identify funding and leverage partner resources

ACCOUNTABILITY
- Identify, monitor, and publish results on strategic goals
- Decrease student achievement gaps
- Increase percentage of freshmen who begin in credit courses
- Increase the number of certificate and degree completers

COMPLETION
- Accelerated Pipeline
- Choice Scholars
- Placement for Success
- Partners for Success
- Early Alert
- R.E.A.C.H. Summer Bridge
- B.L.O.C. Minority Student Engagement

Create “stackable” career and academic pathways
Integrate career readiness skills into education and training programs
Identify funding and leverage partner resources
Identify, monitor, and publish results on strategic goals
Decrease student achievement gaps
Increase percentage of freshmen who begin in credit courses
Increase the number of certificate and degree completers

P-20 curriculum alignment
Alliance for College Readiness
**Develop programs** with educational partners that **inspire** postsecondary education and career readiness as a life goal.

**Goal:** Inspire all students to seek postsecondary opportunities.

Postsecondary education is critical for the vitality of individuals, families and communities. We want to inspire people to learn more about these opportunities and prepare to succeed.

**Desired Outcome:** To reach as many people as possible and have them take advantage of our resources.

- **Co-Lead:** Mike Barzacchini
- **Co-Lead:** Margaret Bilos

Engage in **partnerships** to develop programs in existing and emerging career areas that **enable students to succeed** in a global economy.

**Goal:** Create stackable career and academic pathways that incorporate industry-relevant and postsecondary credentials which lead to a sustainable income.

Our team will identify careers that provide a living wage and then working with academic departments, high schools, and the business community to determine core competencies (skills) required. We will facilitate the integration of these competencies (skills) into existing or new education and training programs.

**Desired Outcome:** To create multiple career and academic paths that lead to jobs that provide a living wage.

- **Co-Lead:** Sally Griffith
- **Co-Lead:** Judi Zaplatynsky

Engage in **partnerships** to develop programs in existing and emerging career areas that **enable students to succeed** in a global economy.

**Goal:** Integrate career readiness skills into education and training programs with an emphasis on adult education.

Our team, through existing and new programs and partnerships, will seek to increase the workplace and career readiness of adult students so that they are fully engaged in a global economy.

**Desired Outcome:** Students who are better prepared, with both academic skills and 21st century workplace readiness skills, for career success.

- **Co-Lead:** Mark Mrozinski
- **Co-Lead:** Jennifer Bell

**Develop programs** with educational partners that **inspire** postsecondary education and career readiness as a life goal.

**Goal:** Ensure P-20 curriculum alignment and transfer articulation.

Our team will work with faculty and administrators from the K-12 and postsecondary levels to deepen our understanding of each other's curricula, expectations, definitions of college readiness, assessment tools and procedures, as well as accountability standards.

**Desired Outcome:** To achieve a more streamlined educational system while improving academic achievement from pre-school through postsecondary levels.

- **Co-Lead:** Keiko Kimura
- **Co-Lead:** Jeannine Lombardi

**Strategy:** Alliance for College Readiness

Our team will develop a formalized partnership with faculty and administrators from Harper, Township High School Districts 211, 214 and 220, to develop collaborative statements of college readiness, align curricula, prepare students for progression towards their post secondary goals, and endeavor in joint scholarship, publication, inquiry and research.

- **Co-Lead:** Darice Trout
- **Co-Lead:** David Clydesdale
ACCOUNTABILITY

Create a culture of innovation, accountability and transparency at Harper College.

Goal: Identify funding and leverage partner resources for innovative projects.
Our team will identify and pursue prospective private and public granters and philanthropists who will invest in the student success agenda and secure their support.

Desired Outcome: To secure at least $1.25 million in partnership funding over 4 years.

Co-Lead Katherine Sawyer
Co-Lead Tom Dowd
Anne Davidovicz
Julie Hennig
Roger House
Ashley Knight
Joanne Leski
Jim Ma
Suean McNamara
Wendy Mertes

Goal: Identify, monitor, and publish results on institutional effectiveness measures, key performance indicators and metrics for strategic goals.
Our team will work collaboratively with all goal/strategy teams to identify their measures/metrics and set up a system to monitor and publish results to the internal and external community.

Desired Outcome: To create a transparent communication tool, such as a web-based dashboard, that provides constituents with up to date information on the College’s progress towards meeting the strategic goals.

Co-Lead Darlene Schlenbecker
Co-Lead Kelly Page
Mike Babb
Dave Braunschweig
Meg Corey
Sumitra Duggirala
Doug Easterling
Julie Ellefson-Kuehn
Sheila Guiik-Bailey
David Richmond
Jennifer Smith
Susanne Starck
Joe Wachter

COMPLETION

Increase completion and achievement of all students with a focus on underperforming student groups.

Goal: Decrease student achievement gaps of developmental, young male and black non-Hispanic students, while increasing academic achievement for all.
Our team’s goal is straightforward, we are trying to help these students not by lowering the bar, but by giving them the tools they need to reach higher.

Co-Lead Joan Kindle
Co-Lead Josh Sunderbruch

Strategy: Accelerate for Success - Accelerated Pipeline
Our team will focus on improving college-readiness by accelerated options for developmental students who test near the top of the cut-off for placement in non-college level math, reading and/or English.

Co-Lead Michélè Robinson
Co-Lead Teresa Chung
Marianne Farinas de Leon
Linda Frank
Scott Friedman
Sally Griffith
Karen Johnstone
Suni Koswatta
Chad Taylor
Stephanie Whalen

Strategy: Placement for Success
Our team will improve the assessment and course placement system for students upon entry. The focus is on required testing of all new degree seeking students and immediate placement into developmental coursework in the first semester.

Co-Lead Maria Moten
Co-Lead Sunil Koswatta
Vicki Atkinson
Mike Babb
Eric Bohman
Matt McLaughlin
Sheryl Otto
Sue Skora
Nancy Wajler
Stephanie Whalen

Strategy: Connect for Success - Early Alert
Our team will focus on prevention by developing an early alert monitoring system including early identification and active monitoring of academic progress.

Co-Lead Sheryl Otto
Co-Lead Kathi Nevels
Vicki Atkinson
Mike Babb
Earl Dowling
Marianne Farinas de Leon
Ashley Knight
Diane Martling
Kirsten Matthews
Adrienne McDay
Jennifer Rojek
Eric Rosenthal
Renee Zellner
### Strategic Plan: Completion

#### Committee Members

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<thead>
<tr>
<th>Role</th>
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#### Strategy: Connect for Success - R.E.A.C.H. Summer Bridge

Our team will manage this summer transition program that addresses at-risk students’ specific learning needs and provides early engagement with the college experience. This project has an equity focus on students of color who graduate in the bottom half of the high school class and place into at least two developmental courses.

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<tr>
<th>Co-Lead</th>
<th>Laura LaBauve-Maher</th>
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<td>Co-Lead</td>
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#### Strategy: Minority Student Engagement (B.L.O.C.)

Our team will focus on increasing the engagement levels of minority students, including but not limited to creating leadership opportunities for our students of color.

| Lead         | LaVonia Williams         |

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#### Goal: Increase the percentage of first-time, full-time freshmen from our feeder high school districts who begin in credit-bearing courses.

Our team will focus on the more than 40% of our students who start in developmental programming.

| Desired Outcome | Identifying and implementing strategies to decrease these numbers. |

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<th>Co-Lead</th>
<th>Michéle Robinson</th>
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<td>Dennis Weeks</td>
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#### Strategy: Accelerate for Success - Choice Scholars

Our team will manage this summer preparation program designed to accelerate college-readiness for students who test just below the cut-off for developmental coursework by improving skills in reading, writing and math, through a contextual framework project in business, health, or STEM fields.

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<th>Co-Lead</th>
<th>Keiko Kimura</th>
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<th>Erin Brooks</th>
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<td>Julie Elenson-Kuehn</td>
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<td>Njambi Kamoche</td>
<td>Monika Pasek</td>
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#### Strategy: Partners for Success - COMPASS Testing

Our team is involved with the assessment of math skill deficiencies in High School juniors in order to diagnose appropriate remediation prior to graduation; as well as creating a formalized partnership with faculty and administrators from Harper, Township High School Districts 211 and 214, on college readiness.

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<th>Co-Lead</th>
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#### Goal: Increase the number of certificate and degree completers.

Our team will be developing annual plans outlining activities targeted to specific group of students to ensure that we reach 10,604 additional degree/certificate completers by 2020.

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<th>Co-Lead</th>
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