

INSTITUTIONAL PRIORITIES 2018 – 2021

Institutional Priority 1: Student Learning and Success			
Enable students to succeed in accomplishing their educational and career goals by (a) offering relevant programs, (b) providing them with high quality education and training, and (c) providing support services that meet their needs.			
Strategic Objective	Suggested Measurable Outcomes	Lead Responsibility	Completion Date
1.1 Continue to develop and deliver programs and training that are responsive to shifting workforce demands and individual interests.	<ol style="list-style-type: none"> 1. Partnerships developed with local industries. 2. Increased number of offerings that are aligned with workforce demands. 3. Increased enrollment in workforce offerings. 4. Offerings aligned with student demand. 	Deans	Year 1-3
1.2 Collaborate with our educational, business, and community partners to ensure students are better prepared for transfer, job placement, or career advancement.	<ol style="list-style-type: none"> 1. Increased participation of Program Advisory Committees. 2. Increased number of students participating in internships and apprenticeship programs. 3. Expand and strengthen relationships with 4-year universities. 4. Results of employer and alumni survey analysis documented and communicated. 5. Increased employer and alumni satisfaction rates. 	Deans	Year 1-3
1.3 Continue to improve the quality and effectiveness of programs through the assessment of student learning outcomes (SLO).	<ol style="list-style-type: none"> 1. Results of SLO analysis documented, communicated, and used to improve teaching and learning. 2. Increased course success rates 3. Increased program graduation rates. 	Deans	Year 1-3
1.4 Continue to improve the support services and systems that are designed to assist students in attaining their individual educational and career goals.	<ol style="list-style-type: none"> 1. Student services reviewed/ revised to reflect student and faculty input. 2. Integrated program planning documents include collaborative goals and action items. 	Director, Student Success Center/ Director, Learning Resource Center	Year 1-3

	<ul style="list-style-type: none"> 3. Increased course success/retention rates. 4. Decreased number of students on academic probation. 		
<p>1.5 Develop and implement co-curricular activities and services that are enriching and engaging so that students feel a sense of belonging and personal connection to the College.</p>	<ul style="list-style-type: none"> 1. Co-curricular activities and services reviewed/revise to reflect student input. 2. Number of co-curricular activities documented. 3. Increased number of students participating. 4. Increased student satisfaction tracked. 	<p>Director, Student Success Center</p>	<p>Year 1-3</p>

Institutional Priority 2: Institutional Image and Community Relations			
Strengthen the college community and its ties with the wider community by developing organizational capacity and new and improved channels of dialogue, participation, and collaboration.			
Strategic Objective	Suggested Measurable Outcomes	Lead Responsibility	Completion Date
2.1 Develop and implement institution-wide strategies to strengthen the connections across the institution, communicate information, and improve workplace culture.	<ol style="list-style-type: none"> 1. Internal communications plan developed. 2. Communication and collaboration events documented. 3. Usage of online communication spaces documented. 4. Increased employee participation. 	Director, Marketing, Communications, & Public Relations	Year 1-3
2.2 Continue to evolve HLSCC's governance model to improve participation in decision making.	<ol style="list-style-type: none"> 1. Results of governance survey analysis documented and communicated. 2. Usage of results to improve the governance model documented. 3. Increased employee participation. 	President	Year 1-2
2.3 Provide comprehensive training opportunities for academic and operational units while developing a recognition process that acknowledges strong performance from units and individuals.	<ol style="list-style-type: none"> 1. Faculty and staff workshops held. 2. Recognition process developed. 3. Recognition events documented. 4. Employee satisfaction and morale monitored and documented. 5. Increased efficiency. 	Vice President Manager, Human Resources	Year 1-3
2.4 Develop and strengthen mutually beneficial partnerships with alumni, businesses, schools, professional organizations, as well as community and government agencies.	<ol style="list-style-type: none"> 1. Mutually beneficial partnerships developed and strengthened. 2. Benefits accrued from partnerships documented. 	President	Year 1-3
2.5 Understand and improve the nature and quality of college documents as well as data and analyses that are needed to support institution branding and image building.	<ol style="list-style-type: none"> 1. College brand discussed, approved, and communicated. 2. College documents as well as data and analyses accessible on Intranet and website. 	President Director, Planning & Institutional Research	Year 1-3

	<ul style="list-style-type: none"> 3. Consistent college data reports and documents generated. 4. Internal and external constituent satisfaction monitored and documented. 		
2.6 Strengthen marketing efforts and leverage a wide range of channels to share the story of the College and stories of student success.	<ul style="list-style-type: none"> 1. Communication and Outreach plans developed. 2. Outreach and community events documented. 3. Targeted marketing materials developed. 4. Increased community awareness of HLSCC. 	Director, Marketing, Communications, & Public Relations	Year 1-3

Institutional Priority 3: Accountability, Sustainability, and Stewardship			
Improve accountability and stewardship of financial and institutional resources for the long-term sustainability of the institution.			
Strategic Objective	Suggested Measurable Outcomes	Lead Responsibility	Completion Date
3.1 Continue to improve the planning, budgeting, and resource allocation systems using data from the periodic assessment of these systems.	<ol style="list-style-type: none"> 1. Training sessions provided. 2. 3-year planning, budgeting, and resource allocation schedule developed. 3. Data analysis to support college planning. 4. Review process and cycle established. 	Bursar Director, Planning & Institutional Research	Year 1-3
3.2 Develop, implement, and continually review cost containment strategies to address the fiscal sustainability of the institution.	<ol style="list-style-type: none"> 1. Cost containment strategies developed. 2. Strategy implementation monitored and documented. 3. Review process and cycle established. 4. Decreased operational costs. 	President Bursar	Year 1-3
3.3 Seek and cultivate alternate resources to supplement and/or increase existing revenue streams and funding sources.	<ol style="list-style-type: none"> 1. Funding sources identified. 2. New grants/funding received. 	President	Year 1-3
3.4 Establish and implement mechanisms and systems to guide, manage, and assess the adequacy and efficient use of the educational, human, technological, physical, and financial resources to enable the College to support its operations and achieve its mission and goals.	<ol style="list-style-type: none"> 1. Mechanisms and systems established. 2. Implementation monitored and documented. 3. Review process and cycle established. 4. Increased efficiency. 	President Vice President Bursar Director, Planning & Institutional Research	Year 1-3

Institutional Priority 4: Enrollment and Retention			
Enroll, retain, and graduate a larger and more diverse student body by improving access and opportunity for traditional and non-traditional students.			
Strategic Objective	Suggested Measurable Outcomes	Lead Responsibility	Completion Date
4.1 Develop and implement outreach and recruitment strategies to expand student enrollment.	<ol style="list-style-type: none"> 1. Outreach and recruitment events and materials developed. 2. Number of outreach and recruitment events documented. 3. Increased student enrollment. 	Registrar & Director of Enrollment Management	Year 1-3
4.2 Evaluate and redesign academic programs, support services, and college processes to reduce barriers to enrollment and completion.	<ol style="list-style-type: none"> 1. Evaluation completed and redesign initiated. 2. Increased noncredit program/course offerings. 3. Increased student enrollment. 4. Increased retention and graduation rates. 	Vice President	Year 1-3
4.3 Improve program and course delivery systems to maximize access to college offerings.	<ol style="list-style-type: none"> 1. Increased percentage of online/blended course offerings. 2. Expanded offerings at off-campus sites. 3. Expanded weekend course offerings. 	Vice President	Year 1-3
4.4 Increase campus-wide awareness of and involvement in enrollment management activities.	<ol style="list-style-type: none"> 1. Barriers identified for student course and program completion. 2. Increased number of early alert notices sent per semester. 3. Increased involvement in outreach and recruitment events. 	Registrar & Director of Enrollment Management	Year 1-3