














































### 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) 
- At Risk** (Objective is at risk for not being achieved) 
- Not Started** **N/S** 
- Canceled** (Objective removed from current Strategic Plan) 
- Not Achieved** 

Commitment	Goal	Objective	Status
<b>1. Reimagine Employee Success Together</b>	1.1. Become an employer of choice by creating a culture of care and belonging, celebrating success, and valuing work-life balance.	1.1.1. Build a workplace culture and employee experience that is structured to be supportive throughout the employee life cycle.	
		1.1.2. Continually offer a safe and secure workplace for all employees.	
		1.1.3. Attract and retain a quality workforce with competitive compensation programs.	
	1.2. Create a rich, diverse learning environment by hiring employees that reflect the students and communities we serve.	1.2.1. Attract and retain diverse talents having a collaborative approach.	
		1.2.2. Foster a sense of belonging among all employees.	
		1.2.3. Establish college wide policy that has institution-wide application, helps ensure compliance, enhances the college's purpose, and reduces institutional risk. (Rollover old plan 3.1.4.)	
		1.2.4. Ensure a consistent and effective hiring process.	
		1.2.5. Build technological capacity to support remote employees.	

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		<b>At Risk</b> (Objective is at risk for not being achieved)	
		<b>Not Started</b>	<b>N/S</b>
		<b>Canceled</b>	
		<b>Not Achieved</b>	
Commitment	Goal	Objective	Status
<b>2. Reimagine Student Success Together</b>	2.1. Ensure every student has the chance to succeed at HACC.	2.1.1. Collect and analyze data to inform collegewide enrollment and retention planning.	
		2.1.2. Assess the effectiveness of multiple measures on student placement and retention. (Rollover from old plan 1.1.2.)	
	2.2. Build an agile and responsive student experience by simplifying systems to meet student needs and create belonging.	2.2.1. Establish a student success and sense of belonging framework to include key definitions to guide work.	
		2.2.2. Create cross-divisional working groups to rollout a student success agenda.	
	2.3. Create pathways that promote access to lifelong learning by bridging workforce development and credit programming.	2.3.1. Establish and codify workforce to credit pathway models and accreditation standards that aligns to meta-majors. (Rollover from old plan 1.1.4.)	
		2.3.2. Increase learning opportunities for students by linking industry micro credentials with established programs.	
	2.4. Align our programs and services to meet the needs of our communities.	2.4.1. Utilize environmental scan and employer need data from program reviews to identify solutions and enhance academic offerings that support affiliated partnerships.	
		2.4.2. Survey students to determine preferred instructional modalities to support access and enrollment persistence. (Rollover from old plan 2.4.5.)	
	2.5. Leverage technology to make HACC more accessible to broader groups of learners.	2.5.1. Collect assessment data to evaluate and leverage technology for students.	
		2.5.2. Plan, budget, and allocate technological resources to enhance operations to support student success.	

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		<b>At Risk</b> (Objective is at risk for not being achieved)	
		<b>Not Started</b>	<b>N/S</b>
		<b>Canceled</b>	
		<b>Not Achieved</b>	
Commitment	Goal	Objective	Status
<b>3. Amplify Our Impact Through Strategic Partnerships</b>	3.1. Ensure HACC has the systems, processes, and teams that will support its ambition for broader, strategic partnerships.	3.1.1. Map current processes to ensure community involvement and to establish what partnerships currently exist.	
		3.1.2. Define and implement the model to promote institutional coordination that supports strategic partnerships.	
	3.2. Align HACC students' academic and non-academic needs through collaborative partnerships.	3.2.1. Identify the "student's academic and non-academic needs."	
		3.2.2. Identify external organizations which provide services which could benefit our students, academically and non-academically.	
	3.3. Build strategic partnerships to support community engagement and workforce development in credit and non-credit education programs.	3.3.1. Evaluate outreach events.	
	3.4. Increase support for HACC by engaging external stakeholders.	3.4.1. Cultivate legislative partners by engaging them with programs and initiatives.	
		3.4.2. Create opportunities for alumni and students to interact with HACC.	
		3.4.3. Identify stakeholders who were previously engaged at campuses.	
	3.5. Implement an integrated marketing communications plan that promotes the relevance and importance of HACC to its communities and beyond.		

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		On Track (Forward progress is being made on objective)	
		Off Track (Work on the objective has stalled)	
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		Not Started	N/S
		Canceled	
		Not Achieved	
Commitment	Goal	Objective	Status
<b>4. Embrace Next-Generation Teaching and Learning</b>	4.1. Scale and expand culturally relevant curricular and co-curricular initiatives that builds confidence, motivation, and engagement for all HACC students.	4.1.1. Scale high impact practices (HIPs) to support student success.	
		4.1.2. Engage faculty in inclusive methodology and reinforce the following pedagogical practices: 1. Core teaching principles (outcomes and objectives); 2. Effective use of technology in instruction; 3. Engagement of students; and 4. Assessment of student learning.	
		4.1.3. Establish college-wide learning outcome that supports diversity, equity, and inclusion.	
		4.1.4. Establish training utilizing Transparency in Learning and Teaching (TILT) concepts.	
		4.1.5. Conduct a general education sample analysis of 335's and applicable course syllabi to determine cultural responsiveness.	
	4.2. Deliver accessible and affordable technologies that enhance student learning and success.	4.2.1. Design and build classrooms and learning spaces to support metaverse technologies and access to open access resources.	
		4.2.2. Adopt metaverse technologies in the Learning Commons to support and enhance learning and success.	
		4.2.3. Assess OER implementation to determine its support of student persistence and retention. (Rollover from old plan 2.1.1. and 2.1.2.)	

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)	⚠
		At Risk (Objective is at risk for not being achieved)	⚠
		Not Started	N/S
		Canceled	⊗
		Not Achieved	!
Commitment	Goal	Objective	Status
<b>5. Ensure HACC's Long-Term Sustainability</b>	5.1. Advance HACC's long-term financial sustainability.	5.1.1. Utilize data to inform adjustments needed to sustain operations.	➡
		5.1.2. Assess impacts to long term sustainability.	➡
	5.2. Strengthen HACC's ability to support its purpose through data-informed decision-making.	5.2.1. Administer a climate survey to gather information relative to belonging. (Rollover from old plan 3.4.1.)	➡
		5.2.2. Establish a program profitability method that develops revenue and expense goals (Rollover from old plan 3.2.3.)	➡
		5.2.3. Create a collegewide compliance program.	➡
		5.2.4. Implement data governance and cyber security measures to protect the college's data.	⚠
	5.3. Streamline HACC's administrative business processes.	5.3.1. Review and process map finance-related procedures for areas of inefficiency and opportunities for improvement	➡
		5.3.2. Challenge and refine technological business decisions to align with the college's workforce.	N/S
	5.4. Develop and implement new revenue streams and expand current revenue streams.	5.4.1. Market brick and mortar spaces at our campuses for lease/rent.	➡