

Count of	f Objectives by Status		Percent	of Objectives by	/ Status	
,		Achieved	On Track	Off Track	At Risk	Not Started
Achieved						
On Track		430/	CO0/	4.40/	40/	00/
Off Track		13%	69%	14%	4%	0%
At Risk		(7)	(31)	(7)	(2)	(0)
Not Started						
Canceled		(Canceled		Not Achi	ieved
Not Achieved			001			
0	10 20 30 40		0%		0%	ó
Tota	al Objectives = 47		(0)		(0)	
		Achieved (Be	enchmark for ob	ojective has bee	n met)	✓
		On Track (Fo	orward progress	is being made o	on objective)	
		Off Track (W	Off Track (Work on the objective has stalled)			
Statu	ıs of Objective	At Risk (Objective is at risk for not being achieved)				\triangle
		Not Started				N/S
		Canceled (O	bjective remove	ed from current	Strategic Pla	in) 🛞
		Not Achieve	d			•
Commitment	Goal	Objective				Status
1. Reimagine Employee Success	1.1. Create a culture of care and belonging, celebrate success, and	1.1.1. Build a workplace culture and employee experience that is structured to be supportive.				ce
Together	value work-life balance.	1.1.2. Continually offer a safe and secure workplace for all employees.				all
		1.1.3. Attract and retain a quality workforce with competitive compensation programs.				BUMP
	1.2. Create a rich, diverse learning environment by hiring employees	1.2.1. Attract and retain diverse talents.				Вимъ
	that reflect the student body in positions with direct contact.	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.				
		1.2.4. Continue to facilitate a consistent and effective hiring process.			ring	
		1.2.5. Build t employees.	echnological ca	pacity to suppor	rt remote	√

		Achieved (Benchmark for objective has been met)	\checkmark
		On Track (Forward progress is being made on objective)	
Status of Objective		Off Track (Work on the objective has stalled)	BUMP
		At Risk (Objective is at risk for not being achieved)	\triangle
		Not Started	N/S
		Canceled	\otimes
		Not Achieved	0
Commitment	Goal	Objective	Status
2. Reimagine	2.1. Ensure every student has the chance to succeed at	2.1.1. Increase student completion by 5% in college-level English.	1
Student Success	HACC.	2.1.2. Increase student completion by 3% in college-level math in the	\triangle
Together		first year.	2.5
	2.2. Define Student Success and vet sense of belonging through measurement of entry semester to second semester retention.	2.2.1. Establish a first-year program to assist students with sense of belonging and student success.	√
		2.2.2. Leverage existing cross-divisional groups that supports student success, retention, and engagement on a monthly basis.	合
	2.3. Implement two pathways in business and trades to further bridge workforce development and credit programming	2.3.1. Establish and align workforce to credit pathway models and accreditation standards to support meta-majors.	4
	2.4. Align our programs and services to meet the needs of our communities.	2.4.1. Define program health measures to inform program review, solutions, enhancements, or new opportunities to align with area economic needs.	ВимР
		2.4.2. Increase the number of post-program assessment surveys from two to five programs.	BUMP
		2.4.3. Annually utilize labor market data to develop three new workforce development programs for the community.	1
	2.5. Leverage technology to make HACC more accessible	2.5.1. Collect assessment data to evaluate and leverage technology for students.	4
	to broader groups of learners.	2.5.2. Plan, budget, and allocate technological resources to enhance operations to support student success.	

		Achieved (Benchmark for objective has been met)	\checkmark	
		On Track (Forward progress is being made on objective)		
Status of Objective		Off Track (Work on the objective has stalled) At Risk (Objective is at risk for not being achieved)		
				Canceled
		Not Achieved	•	
Commitment	Goal	Objective	Status	
3. Amplify Our Impact Through Strategic Partnerships	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.	1	
		3.1.2. Define and implement the model to promote institutional coordination that supports strategic partnerships.	1	
T di tilici simps	3.2. Align HACC students' academic and non-academic	3.2.1. Identify the "student's academic and non-academic needs."	4	
	needs through collaborative partnerships.	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.	3.3.1. Evaluate outreach events.	1	
	3.4. Increase support for HACC by engaging external	3.4.1. Create opportunities for alumni and students to interact with HACC.	\Rightarrow	
	stakeholders.	3.4.2. 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.			

		Achieved (Benchmark for objective has been met)	✓	
		On Track (Forward progress is being made on objective)		
		Off Track (Work on the objective has stalled)		
Status	s of Objective	At Risk (Objective is at risk for not being achieved)	\triangle	
·		Not Started	N/S	
		Canceled	\otimes	
		Not Achieved		
Commitment	Goal	Objective	Status	
4. Embrace Next-	4.1. Scale and expand culturally	4.1.1. Scale high impact practices (HIPs) to support student success.	✓	
Generation Teaching and Learning	relevant curricular and co- curricular initiatives that build confidence, motivation, and engagement for all HACC students.	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.	分	
		4.1.3. Establish a college-wide learning outcome that supports diversity, equity, and inclusion.	✓	
		4.1.4. Establish training utilizing Transparency in Learning and Teaching (TILT) concepts.	合	
		4.1.5. Determine cultural responsiveness in social sciences courses in support of a Culturally Relevant Curriculum through a review of 335's.	A	
	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.	分	
		4.2.2. Adopt metaverse technologies in the Learning Commons to support and enhance learning and success.	1	
		4.2.3. Assess OER implementation to determine its support of student persistence and retention.	分	

		Aultimoral (December 2011 for a bit antique has been most)	
		Achieved (Benchmark for objective has been met)	V
		On Track (Forward progress is being made on objective)	
Status of Objective		Off Track (Work on the objective has stalled)	
		At Risk (Objective is at risk for not being achieved)	\triangle
		Not Started	N/S
		Canceled	\otimes
		Not Achieved	
Commitment	Goal	Objective	Status
5. Ensure HACC's Long-Term	5.1. Advance HACC's long-term financial sustainability.	5.1.1. Create a financial dashboard to inform decision making and sustain operations.	分
Sustainability		5.1.2. Minimize bad debt exposure.	分
		5.1.3. Produce a balanced budget annually with a target of 1-2% surplus.	分
		5.1.4. Implement a cost allocation model and program profitability reporting mechanisms.	分
		5.1.5. Collaborate with all divisions to develop a three-year collegewide Facilities Plan.	1
		5.1.6. Propose a collegewide signage plan to improve access, direction and communication.	分
	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.	ВИМР
		5.2.2. Create a collegewide compliance program.	✓
		5.2.3. Implement data governance and cyber security measures to protect the college's data.	ВимР
	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.	1
		5.3.2. Modernize business decisions and processes by leveraging technology and establishing one system of record, Banner.	分
	5.4. Develop and implement new revenue streams and	5.4.1. Analyze HACC real estate data to inform campus space potential opportunities.	1
	expand current revenue streams.	5.4.2. Market and offer catering from Chefs Apprentice to Harrisburg community.	P