Count of Objectives by Status

Total Objectives = 46

Percent of Objectives by Status

Achieved	On Track	Off Track	At Risk	Not Started
28%	**62%**	**4%**	**4%**	0%
(13)	**(28)**	**(2)**	**(2)**	(0)

Canceled	Not Achieved
0%	**2%**
(0)	**(1)**

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)		BUMP
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
1. Reimagine Employee Success Together	1.1. Create a culture of care and belonging, celebrate success, and value work-life balance.	1.1.1. Build a workplace culture and employee experience that is structured to be supportive.	⇨
		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 student body in positions with direct contact.	1.2.1. Attract and retain diverse talents.	⇨
		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.	✔
		1.2.5. Build technological capacity to support remote employees.	✔

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)	🔶BUMP
	At Risk (Objective is at risk for not being achieved)	⚠
	Not Started	N/S
	Canceled	⊗
	Not Achieved	⛔

Commitment	Goal	Objective	Status
2. Reimagine Student Success Together	2.1. Ensure every student has the chance to succeed at HACC.	2.1.1. Increase student completion by 5% in college-level English.	⇨
		2.1.2. Increase student completion by 3% in college-level math in the first year.	⚠
	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.	✔
	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.	✔
	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.	⛔
		2.4.2. Increase the number of post-program assessment surveys from two to five programs.	⇨
		2.4.3. Annually utilize labor market data to develop three new workforce development programs for the community.	⇨
	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.	🔶BUMP
		2.5.2. Plan, budget, and allocate technological resources to enhance operations to support student success.	⇨

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)		BUMP
At Risk (Objective is at risk for not being achieved)		⚠
Not Started		N/S
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.	⇨
		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.	3.3.1. Evaluate outreach events.	⇨
	3.4. Increase support for HACC by engaging external stakeholders.	3.4.1. Create opportunities for alumni and students to interact with HACC.	⇨
		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.		⇨

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)		🔶BUMP
	At Risk (Objective is at risk for not being achieved)		⚠
	Not Started		N/S
	Canceled		⊗
	Not Achieved		❗

Commitment	Goal	Objective	Status
4. Embrace Next-Generation Teaching and Learning	4.1. Scale and expand culturally relevant curricular and co-curricular initiatives that build 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 a 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. Determine cultural responsiveness in social sciences courses in support of a Culturally Relevant Curriculum through a review of 335's.	⚠
	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.	✔

	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)	🔶 BUMP
		At Risk (Objective is at risk for not being achieved)	⚠
		Not Started	N/S
		Canceled	⊗
		Not Achieved	❗

Commitment	Goal	Objective	Status
5. Ensure HACC's Long-Term Sustainability	5.1. Advance HACC's long-term financial sustainability.	5.1.1. Create a financial dashboard to inform decision making and sustain operations.	⇨
		5.1.2. Minimize bad debt exposure.	⇨
		5.1.3. Produce a balanced budget annually with a target of 1-2% surplus.	⇨
		5.1.4. Implement a cost allocation model and program profitability reporting mechanisms.	⇨
		5.1.5. Collaborate with all divisions to develop a three-year collegewide Facilities Plan.	⇨
		5.1.6. Propose a collegewide signage plan to improve access, direction and communication.	⇨
	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.	✔
		5.2.2. Create a collegewide compliance program.	✔
		5.2.3. Implement data governance and cyber security measures to protect the college's data.	🔶 BUMP
	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. Modernize business decisions and processes by leveraging technology and establishing one system of record, Banner.	⇨
	5.4. Develop and implement new revenue streams and expand current revenue streams.	5.4.1. Analyze HACC real estate data to inform campus space potential opportunities.	⇨
		5.4.2. Market and offer catering from Chefs Apprentice to Harrisburg community.	⇨