

PENDING BOARD APPROVAL



Strategic Plan



Highland Community College is committed to shaping the future of our communities by providing quality education and learning opportunities through programs and services that encourage the personal and professional growth of the people of northwestern Illinois.

2017 - 2022

Table of Contents

Introductory Letter from President Hood	2
Strategic Goals	3
Institutional Context	4
Institutional Impact of the 2010 – 2015 Strategic Plan	4
Environmental Factors	5
Declining State Support	5
Population Changes	5
Enrollment Challenges	5
External Accountability	5
Impact of the Financial Crisis	6
Strategic Planning Process	6
Goals and Objectives	8
Attachment.....	14
A, Institutional Objectives/AQIP Categories Crosswalk	14
B, Strategic Planning Council Members	24



Dear Friends of Highland Community College:

This document represents a foundation of goals for strategic planning at Highland Community College between the years 2017-2022. In order to continue progress in fulfilling our mission, the College commits to further establishing a vision which includes achieving even higher degrees of excellence in the following areas:

- creating and maintaining high quality, student-centered, accessible learning experiences for diverse populations
- expanding/strengthening educational pathways for previous, existing, and future learners
- improving retention and nationally respected indicators of student success
- exploring and cultivating collaborative educational partnerships
- providing lifelong learning opportunities for individuals and communities
- engaging as educational partners in activities and initiatives which strengthen our communities

It becomes important to recognize that higher degrees of excellence in terms of service will require higher degrees of excellence in terms of innovation and collaboration as well, both within the institution and in concert with external partners. Moving successfully toward present and future goals will also require cultivation of existing and future support for traditional students, and for students both younger and older as we embrace the values of lifelong learning.

This document is *not* an exhaustive list of goals to be addressed between years 2017-2022. Central goals and specific objectives summarized on the following pages will provide important cornerstones for sustaining a vibrant and responsive academic institution. The plan will serve as a “living” document, one which shall be reviewed at least quarterly during the new five-year cycle. The HCC Board of Trustees, along with campus community members and external constituents, will be able to access regular reports reflecting progress toward strategic goals. Continuous dialogue pertaining to suggestions will be maintained throughout the five-year cycle, with open opportunities for emerging ideas and ongoing feedback.

Respectfully,

Tim Hood
President

During the 2017 – 2022 Strategic Planning Cycle, the College will strive to:

- Strengthen and expand high quality educational pathways for diverse student populations
- Enhance affordable and convenient access to educational opportunities
- Develop sustainable models to address student financial needs and challenges
- Expand and strengthen educational program offerings and modes of instructional delivery
- Cultivate and strengthen partnerships with other educational institutions, business, and community organizations
- Continuously assist with faculty and staff professional development in order to maintain high performance learning environments and services contributing to a caring and supportive campus climate which encourages student engagement
- In collaboration with fundraising partners, maximize new and existing alternative funding sources in order to offset decreasing state funding and to maintain quality and momentum
- Provide safe, comfortable, eco-friendly learning environments in terms of infrastructure, facilities, and technology
- Strengthen marketing mix and strategies in order to more fully showcase College strengths in ways that connect effectively with diverse audiences--especially potential new and returning students, alumni and other potential friends of the College
- Further develop and cultivate interactive communication channels with external constituents and stakeholders
- Further develop and cultivate interactive communication channels between College departments and members of the College community
- Exhibit commitment to engage more collaboratively in continuous improvement processes and dialogue

Institutional Context for the 2017 – 2020 Strategic Plan

The Strategic Planning Council (SPC) began its work in the fall of 2015 and completed its assignment in the summer of 2016. Their work was followed by a period of internal analysis and planning using the goals and recommendations developed by the SPC. Throughout the fall of 2016, the College's cabinet focused on how to bring the plan to life. Planning for the future is made more uncertain by the financial challenges in the State of Illinois. The College recognizes that the state of the state heightens the need for a focused strategic plan as a way to continue the forward momentum.

Institutional Impact of the 2010 – 2015 Strategic Plan

The previous strategic plan spanned years with significant financial constraint brought on by the global financial crisis. Population declined in the state of Illinois, and in the Highland Community College district, contributing to an enrollment decline. In spite of the financial and population constraints, the College recently experienced growth in new programs and student numbers. The College worked toward achieving the three goals of the Strategic Plan including the following:

Goal 1 - Proactively identify emerging programmatic opportunities

Goal 2 - Meet program delivery needs of current and prospective students

Goal 3 - Increase college-level enrollment

The work culminated in significant improvements and new additions including:

- Several new academic programs began in the fall of 2015 including criminal justice, hospitality management, and mass communication. Revitalized program offerings included agriculture and industrial manufacturing. These were followed by a part-time nursing program launch in the spring of 2016.
- In the fall of 2016, more new programs were launched including environmental science and mechatronics. A new phlebotomy course followed in the spring of 2017.
- The College also launched a Lifelong Learning program designed to provide individuals with enrichment courses throughout the district.
- Remarkably, in a period when most colleges and universities were experiencing enrollment declines, Highland Community College experienced an 11% enrollment headcount increase from fiscal year 2014 to fiscal year 2015.
- Transitional math education moved to a modularized approach with mini lectures in a newly renovated lab space.
- Early retention results related to the improvements in transitional math education show that the College retained 15% more of these students from the first eight weeks to the second eight weeks of spring semester 2016 compared to the spring 2015 semester.
- New dual credit opportunities expanded including the development of an early college program, CollegeNOW.
- Online and hybrid classes continued to expand with 19% of the College's total credit hours in the fall 2016 delivered through these alternative delivery methods.
- The College experienced a presidential change in July 2015 followed by a new organizational structure.
- The number of students testing into transitional courses decreased by 10%.
- The addition of a new chemistry lab and mass communication production facility enhanced students' experiences.

- Highland achieved new accolades including a #3 ranking in the “Top Community Colleges in the State of Illinois” published by *USA Today College* and #1 ranking in the “Top Online Colleges 2016” in Illinois by *OnlineColleges.com*

Environmental Factors

The environmental factors identified as having significant impact on Highland Community College and its ability to achieve the strategic goals include:

Declining State Support

- Declining state support will continue to put more pressure on local taxpayers and student tuition.
- Highland is committed to student access, but the impact of dramatically reduced state funding is causing an overreliance on local taxes and student tuition. This has the potential to limit access, primarily for the underserved residents of the district.

Population Changes

- Reports by the Regional Office of Education show a declining base of K-12 students. Based on their reports, the College predicts a potential 10% decline in traditional students over the next 10 years.
- Population data shows that our rural regional population decreased by 2% from 2000 to 2013 compared to a .5% rural loss in the state of Illinois during that same time period. Freeport experienced a net decrease of 600 residents from 2000 to 2010 and a decrease of another 600 residents between 2010 and 2013 (Taylor & Robinson, 2014).
- The College district has an aging population, with Northwest Illinois often considered as a lower cost recreation or retirement option by urban/suburban residents, especially in Carroll and Jo Daviess County with popular lake communities.
- Population data in the 2014 Environmental Scan shows that, of all racial/ethnic groups, Hispanic student enrollment in K-12 schools is increasing (2014).

Enrollment Challenges

- Online Colleges and smaller private schools will become ever more aggressive in their recruiting efforts. With declining population state-wide, public institutions are also competing in a new way for student enrollment.
- The Highland district is large geographically. Residents are often commuting to other cities (away from Freeport and specifically, in the district’s communities on state borders, into Iowa or Wisconsin) for employment, education and recreation/entertainment.
- Public transportation challenges have the potential to be a barrier to enrollment.
- National trends include consumer driven approaches to educational delivery such as online, accelerated, and weekend programs. These trends create a demand for more flexibility.
- As a campus of commuter students, there are particular campus life needs and considerations that challenge the institution.
- Consistent with national trends, 68% of Highland’s student population places into transitional coursework requiring some form of math, English, or reading preparation prior to enrolling in college-level courses.

External Accountability

- Highland provides both transfer and technical education, which fulfills the comprehensive mission of Illinois community colleges.
- The Illinois Board of Higher Education (IBHE) has developed the “Illinois Public Agenda for College and Career Success,” which provides a strategic framework for Highland and all other Illinois community colleges to follow in addition to local plans.
- The College and the Foundation have co-existed from the beginning days of the College. Throughout the years, donors to the Foundation have provided the money to fund many critical special projects and initiatives. The Foundation and the generous philanthropy of area residents are more important than ever for the College to meet the challenge of the next five years.
- The College is accredited by the Higher Learning Commission and participates in the Academic Quality Improvement Program [Attachment A].

Impact of the Financial Crisis

- Funding for the Illinois Community College System was established with the enabling legislation in 1967. Since the system’s inception, the funding model has been 1/3 state, 1/3 local taxes, 1/3 student tuition. As state resources have dwindled, the Illinois community college system has been underfunded. State funding is now at the lowest percentage of the total budget in the College’s history. This is especially problematic given the fact that Illinois community colleges now serve over 67% of all higher education students yet receive less than 13% of the total funding allocated for all of higher education in Illinois.
- The College has had to increasingly rely on local tax revenues and student tuition dollars in the last decade. Combined these two provided 87% of the College revenue in FY16.
- Illinois’ state funding support has been declining since 2003. State funding, compounded by the budget impasse, accounted for just 5+% of the revenue in FY16.

Strategic Planning Process

Highland Community College President Tim Hood invited community members, College faculty and staff to help the College develop a strategic plan that would move us forward in the years 2017 through 2022 [Attachment B]. The Strategic Planning Council, led by retired superintendent and Freeport resident Dr. Peter Flynn, was charged with assessing the College’s strengths and challenges, gathering feedback and input, and developing directions that will guide the College from 2017 - 2022.

The SPC’s initial meeting was held in October 2015. The group met nine times over the next nine months. Initial meetings included presentation of the environmental scan of the College district, discussions related to the College vision and mission, and organizational work such as developing sub-committees and organizing a series of focus groups.

The SPC’s discussions were also grounded in factual information about the region’s population and demography as well as educational and economic environment. A series of informational forums were held with HCC President Tim Hood, Executive Vice President Chris Kuberski, Director of Institutional Research Dr. Misty Thruman, Regional Superintendent Aaron Mercier, Northern Illinois Development Alliance Director Dave Young and Tri-County Economic

Development Alliance Director Lisa McCarthy, Gisele Hamm from the Illinois Institute for Rural Affairs at Western Illinois University, and a panel of community representatives from the Mapping Communities Project. Sub-committees were assigned reading, research and discussion work regarding the College's performance and best practices. State and local reports and documents were compiled and held on reserve for sub-committee use.

Information from a community survey conducted by HCC Office of Institutional Research along with a series of focus groups helped the SPC understand the community's perceptions of and priorities for Highland Community College. SPC members led eleven community focus groups including at least one in each of the counties comprising the Highland district (Carroll, Jo Daviess, Ogle, and Stephenson) and three focus groups with faculty and staff. Following each focus group, a report was provided to the SPC by the facilitator and/or note taker.

The SPC used a variety of techniques to assimilate gathered information including a Strengths, Opportunities, Weaknesses, and Threats (SWOT) analysis. The SPC was also challenged through their sub-committees to identify goals and objectives after synthesizing the large amount of input that had been gathered. The goals and objectives identified were then considered internally by the College Cabinet and Board of Trustees.

The Strategic Plan is focused on key issues that have been determined to be of greatest importance. The expectations for the SPC's planning process was to identify the priority strategic goals and objectives that would require additional emphasis over the next five years rather than to develop detailed operational plans for organizational units. Based on the plan's strategic goals and objectives, division and departmental long range plans will be established to support the achievement of the strategic goals. The actionable long range plans will identify project accountability, key performance indicators and targets for the objectives outlined in this plan. Progress monitoring reports will be shared with the Board of Trustees and College employees, and will be made available to the College stakeholders.

Goals and Objectives

Strengthen and expand high quality educational pathways for diverse student populations

Objectives that will help us reach this goal include:

Develop a matriculation pathway between high school and college level courses that aligns with secondary education and college readiness benchmarks.

Enhance dual credit and distance education offerings through online and video streaming formats.

Support the expected learning outcomes by having optimal class sizes.

Analyze potential new and existing programs in order to determine their viability and sustainability.

Identify viable new course offerings for existing programs.

Improve the outcomes and goal attainment for transitional students.

Strengthen programs and services in ways that increase student retention and engagement.

Enhance affordable and convenient access to educational opportunities

Objectives that will help us reach this goal include:

Develop a plan to expand capabilities and course offerings delivered through real-time interactive video systems and other related technologies as they become available.

Provide online services that enhance student convenience including online registration for Business Institute, Lifelong Learning, and student support areas.

Develop an equitable, financially sustainable model for dual credit.

Provide delivery options that promote district-wide accessibility of general education.

Expand and optimize the College's online presence in order to reach a wider geographic area.

Increase new scholarship and grant support opportunities by 20% for Highland students enrolled in a range of educational opportunities.

Explore new and existing partnerships in an effort to expand access to affordable childcare for students with dependent children.

Develop sustainable models to address student financial needs and challenges

Objectives that will help us reach this goal include:

Maintain sustainability of Auxiliary Funds in order to benefit students with high quality extra-curricular and co-curricular experiences.

Develop methods of assisting students with emergency funding.

Assess impact and develop recommendations for a student debt forgiveness program and policy modifications that promote lifelong learning in our communities.

Increase funding for the student worker program.

Reduce percentage of students losing eligibility for financial aid due to their academic progress.

Analyze tuition pricing strategies with a focus on the optimal balance between affordability and sustainability.

Expand and strengthen educational program offerings and modes of instructional delivery

Objectives that will help us reach this goal include:

Increase and align instructional expectations, course offerings and instructional competencies in multi-instructional delivery formats including online and dual credit.

Promote continuous quality improvement of the educational experiences provided through course level and program assessment of learner outcomes.

Utilize professional and discipline related best practices, including inclusive learning methods such as universal design, across all disciplines.

Implement and align technology, schedule, and academic programming to meet the demand for interactive video delivered courses from dual credit through lifelong learning.

Cultivate and strengthen partnerships with other educational institutions, businesses, and community organizations

Objectives that will help us reach this goal include:

Increase total number of students served by 30% in all existing and future programs.

Cultivate contracts with employers to provide skill development for current or prospective employees.

Expand regional partnerships by 25% through the Business Institute, Lifelong Learning and continuing education, K-12 system, and four-year institutions combined.

Strengthen partnerships with local employers to enable workplace experiences, training, and education options.

Continuously assist with faculty and staff professional development in order to maintain high performance learning environments and services contributing to a caring and supportive campus climate which encourages student engagement

Objectives that will help us reach this goal include:

Seek alternative funding in order to restore professional development opportunities to peak levels of FY15.

Provide faculty development on Curriculum and Instruction for the 21st Century Learner, use of academic technology, teaching strategies, and assessment that support learning outcomes in face-to-face, hybrid and online classrooms.

Enhance faculty and staff development for teaching and assisting transitional students.

Promote an inclusive environment that respects and values all individuals.

In collaboration with fundraising partners, maximize new and existing alternative funding sources in order to offset decreasing state funding and to maintain quality and momentum

Objectives that will help us reach this goal include:

Develop a plan to sustain adult education opportunities and maximize available resources.

Develop short and long-term resource plans that reduce reliance on state funding further and increase funding from alternative sources so that the College operating budget may be restored to peak FY15 levels.

Maximize external partnerships and use of grants that have a positive budgetary impact and align with our mission.

Increase sponsorships to support the funding of new and existing programs.

Provide safe, comfortable, eco-friendly learning environments in terms of infrastructure, facilities, and technology

Objectives that will help us reach this goal include:

Develop a long-term plan for key capital investments in the facilities that improve learning and engagement in academic and student support areas.

Develop a campus-wide infrastructure plan that addresses technology and security systems.

Enhance athletic facilities to maintain existing programs and respond to the potential for new athletic programs.

Strengthen marketing mix and strategies in order to more fully showcase College strengths in ways that connect effectively with diverse audiences--especially potential new and returning students, alumni and other potential friends of the College

Objectives that will help us reach this goal include:

- Engage prospective students through consistent contact models of recruitment.
- Involve faculty, staff and students in programs that recruit prospective students.
- Target communication and marketing efforts toward underrepresented students.
- Ensure effective marketing and communication district-wide.
- Increase the College's presence in district high schools.
- Promote new and existing programs more effectively throughout the district.

Further develop and cultivate interactive communication channels with external constituents and stakeholders

Objectives that will help us reach this goal include:

- Develop our understanding of the programmatic and service needs of our communities.
- Expand the strategic use of social media and technology to help foster communication with our district.
- Increase participation and engagement with external organizations, business and industry and governing bodies.
- Increase membership in the Alumni Association by 100%.

Further develop and cultivate interactive communication channels between College departments and members of the College community

Objectives that will help us reach this goal include:

- Recognize teaching excellence, creativity and initiative of faculty and staff.
- Ensure Highland's core values and code of conduct promote and ensure a professional and productive environment.
- Foster collaboration between academic and non-academic personnel.
- Implement communication strategies designed to better share committee work, campus news and updates in order to create a more informed and engaged campus community that results in a 25% increase in attendance and viewership for Campus Connections.
- Ensure employee needs are better understood and addressed through enhanced communication strategies.
- Increase efforts to raise awareness and interest in college history and tradition

Exhibit commitment to engage more collaboratively in continuous improvement processes and dialogue

Objectives that will help us reach this goal include:

Develop and implement project management tools to assist with defining a scope of work, particularly for strategic planning projects.

Create evaluation plans to monitor the progress and ensure success of key projects.

Refine criteria for ICCB program evaluation.

Utilize evaluation data to develop key improvement strategies and initiatives.

REFERENCE

Taylor, S. & Robinson, D. (2014). Highland Community College Environmental Scan. *Northern Illinois University*. Retrieved from http://www.highland.edu/visitors/documents/HighlandCollegeEnvironmentalScan_2104.pdf

Institutional Objectives/AQIP Categories Crosswalk

	Category One: Helping Students Learn focuses on the design, deployment, and effectiveness of teaching-learning processes (and on the processes required to support them) that underlie the institution’s credit and non-credit programs and courses.	Category Two: Meeting Student and Other Key Stakeholder Needs addresses the key processes (separate from instructional programs and internal support services) through which the institution serves its external stakeholders in support of its mission.	Category Three: Valuing Employees explores the institution’s commitment to the hiring, development, and evaluation of faculty, staff, and administrators.	Category Four: Planning and Leading focuses on how the institution achieves its mission and lives its vision through direction setting, goal development, strategic actions, threat mitigation, and capitalizing on opportunities.	Category Five: Knowledge Management and Resource Stewardship addresses management of the fiscal, physical, technological, and information infrastructures designed to provide an environment in which learning can thrive.	Category Six: Quality Overview focuses on the Continuous Quality Improvement culture and infrastructure of the institution. This category gives the institution a chance to reflect on all its quality improvement initiatives, how they are integrated, and how they contribute to improvement of the institution.
GOAL: Strengthen and expand high quality educational pathways for diverse student populations						
OBJECTIVES:						
Develop a matriculation pathway between high school and college level courses that aligns with secondary education and college readiness benchmarks.	X					
Enhance dual credit and distance education offerings through online and video streaming formats.	X					
Support the expected learning outcomes by having optimal class sizes.	X					
Analyze potential new and existing programs in order to determine their viability and sustainability.				X		

Identify viable new course offerings for existing programs.				X		
Improve the outcomes and goal attainment for transitional students.	X					
Strengthen programs and services in ways that increase student retention and engagement.	X					
GOAL: Enhance affordable and convenient access to educational opportunities						
OBJECTIVES:						
Develop a plan to expand capabilities and course offerings delivered through real-time interactive video systems and other related technologies as they become available.				X		
Provide online services that enhance student convenience including online registration for Business Institute, Lifelong Learning, and student support areas.		X				
Develop an equitable, financially sustainable model for dual credit.				X		
Provide delivery options that promote district-wide accessibility of general education.		X				
Expand and optimize the College's online presence in order to reach a wider geographic area.		X				

Increase new scholarship and grant support opportunities by 20% for Highland students enrolled in a range of educational opportunities.				X		
Explore new and existing partnerships in an effort to expand access to affordable childcare for students with dependent children.				X		
GOAL: Develop sustainable models to address student financial needs and challenges						
OBJECTIVES:						
Maintain sustainability of Auxiliary Funds in order to benefit students with high quality extra-curricular and co-curricular experiences.					X	
Develop methods of assisting students with emergency funding.					X	
Assess impact and develop recommendations for a student debt forgiveness program and policy modifications that promote lifelong learning in our communities.		X				
Increase funding for the student worker program.					X	
Reduce percentage of students losing eligibility for financial aid due to their academic progress.	X					
Analyze tuition pricing strategies with a focus on the optimal balance between					X	

affordability and sustainability.						
GOAL: Expand and strengthen educational program offerings and modes of instructional delivery						
OBJECTIVES:						
Increase and align instructional expectations, course offerings and instructional competencies in multi-instructional delivery formats including online and dual credit.	X					
Promote continuous quality improvement of the educational experiences provided through course level and program assessment of learner outcomes.						X
Utilize professional and discipline related best practices, including inclusive learning methods such as universal design, across all disciplines.	X					X
Implement and align technology, schedule, and academic programming to meet the demand for interactive video delivered courses from dual credit through lifelong learning.				X		
GOAL: Cultivate and strengthen partnerships with other educational						

institutions, businesses, and community organizations						
OBJECTIVES:						
Increase total number of students served by 30% in all existing and future programs.	X					
Cultivate contracts with employers to provide skill development for current or prospective employees.				X		
Expand regional partnerships by 25% through the Business Institute, Lifelong Learning and continuing education, K-12 system, and four-year institutions combined.		X				
Strengthen partnerships with local employers to enable workplace experiences, training, and education options.		X				
GOAL: Continuously assist with faculty and staff professional development in order to maintain high performance learning environments and services contributing to a caring and supportive campus climate which encourages student engagement						
OBJECTIVES:						
Seek alternative funding in order to restore professional development opportunities to peak levels of FY15.				X		

Provide faculty development on Curriculum and Instruction for the 21 st Century Learner, use of academic technology, teaching strategies, and assessment that support learning outcomes in face-to-face, hybrid and online classrooms.			X			
Enhance faculty and staff development for teaching and assisting transitional students.			X			
Promote an inclusive environment that respects and values all individuals.			X			
GOAL: In collaboration with fundraising partners, maximize new and existing alternative funding sources in order to offset decreasing state funding and to maintain quality and momentum						
OBJECTIVES:						
Develop a plan to sustain adult education opportunities and maximize available resources.				X		
Develop short and long-term resource plans that reduce reliance on state funding further and increase funding from alternative sources so that the College operating budget may be restored to peak FY15 levels.				X		
Maximize external partnerships and use of grants that have a positive budgetary impact and align with our mission.				X		

Increase sponsorships to support the funding of new and existing programs.				X		
GOAL: Provide safe, comfortable, eco-friendly learning environments in terms of infrastructure, facilities, and technology						
OBJECTIVES:						
Develop a long-term plan for key capital investments in the facilities that improve learning and engagement in academic and student support areas.				X	X	
Develop a campus-wide infrastructure plan that addresses technology and security systems.					X	
Enhance athletic facilities to maintain existing programs and respond to the potential for new athletic programs.					X	
GOAL: Strengthen marketing mix and strategies in order to more fully showcase College strengths in ways that connect effectively with diverse audiences--especially potential new and returning students, alumni and other potential friends of the College						
OBJECTIVES:						
Engage prospective students through consistent contact models of recruitment.		X				

Involve faculty, staff and students in programs that recruit prospective students.		X				
Target communication and marketing efforts toward underrepresented students.		X				
Ensure effective marketing and communication district-wide.		X				
Increase the College's presence in district high schools.		X				
Promote new and existing programs more effectively throughout the district.		X				
GOAL: Further develop and cultivate interactive communication channels with external constituents and stakeholders						
OBJECTIVES:						
Develop our understanding of the programmatic and service needs of our communities.		X		X		
Expand the strategic use of social media and technology to help foster communication with our district.		X				
Increase participation and engagement with external organizations, business and industry and governing bodies.		X				
Increase membership in the Alumni Association by 100%.		X				

GOAL: Further develop and cultivate interactive communication channels between College departments and members of the College community						
OBJECTIVES:						
Recognize teaching excellence, creativity and initiative of faculty and staff.			X			
Ensure Highland's core values and code of conduct promote and ensure a professional and productive environment.			X			
Foster collaboration between academic and non-academic personnel.			X			
Implement communication strategies designed to better share committee work, campus news and updates in order to create a more informed and engaged campus community that results in a 25% increase in attendance and viewership for Campus Connections.			X			
Ensure employee needs are better understood and addressed through enhanced communication strategies.			X			
Increase efforts to raise awareness and interest in college history and tradition		X	X			
GOAL: Exhibit commitment to engage more collaboratively in continuous improvement processes and dialogue						
OBJECTIVES:						

Develop and implement project management tools to assist with defining a scope of work, particularly for strategic planning projects.				X		X
Create evaluation plans to monitor the progress and ensure success of key projects.				X		X
Refine criteria for ICCB program evaluation.						X
Utilize evaluation data to develop key improvement strategies and initiatives.						X

Strategic Planning Council Members

Scott	Anderson	Dean, Business and Technology	Highland CC
Joani	Bardell	Administrative Assistant, Natural Science and Math	Highland CC
Jim	Berberet	Executive Director, Foundation	Highland CC
Alexa	Buss	Student Trustee 2015 - 2016	Highland CC
Justin	Ebert	Agriculture Instructor	Highland CC
Dr. Peter	Flynn	SPC Chair, former public school superintendent	
Liz	Gerber	Vice President, Student Development and Support Services	Highland CC
Jim	Gitz	Mayor	City of Freeport
Jen	Grobe	Nursing Instructor	Highland CC
Nathan	Hensal	Director, ITS	Highland CC
Tim	Hood	President and CEO	Highland CC
Mark	Jansen	Director, Adult Education	Highland CC
Jill	Janssen	Vice President, Administrative Services	Highland CC
Donna	Kauke	Dean, Health, Natural Science and Math	Highland CC
Chris	Kuberski	Exec. Vice President	Highland CC
Fritz	Kuhlmeier	President and CEO	Citizens State Bank
Margaret	Larson	County Director	U of I Extension
Jodi	Lenkaitis	Senior Learning Specialist	Danfoss
Tom	Mahoney	Superintendent	Oregon District
Craig	Mathers	Superintendent	West Carroll District
Terry	McGovern	Office Mgr., Sales	Signcraft Screenprint, Inc.
Steve	Mihina	Math Instructor	Highland CC
Suzanne	Miller	Coordinator, Career Services	Highland CC
Juliet	Moderow	Biology Instructor	Highland CC
Andrew	Nelson	Principal	Oregon High School
Jim	Palmer	Automotive Instructor	Highland CC
Brenda	Potter	Counselor	River Ridge High School
Kate	Perkins	English Instructor	Highland CC
James	Rhyne	Executive Director	Boys and Girls Club
Anthony	Sago	Director, Student Support Services	Highland CC
Mike	Schiffman	Superintendent	Freeport District #145
Terry	Schuster	City Finance Commissioner	City of Oregon
Dawn	Switzer	Administrative Assistant to Adult Education	Highland CC
Dr. Misty	Thruman	Director, Institutional Research	Highland CC

Pete	Willging	Director, Marketing and Community Relations	Highland CC
Ken	Williams	Mayor	City of Oregon
Larry	Williams	Chief Executive Officer	Freeport Housing Authority
Jim	Yeager	Speech Instructor	Highland CC