President's Goals- FY 23
6/20/22
Chris Kuberski

KEY RESULTS- The Key Results identified through the culture work with Culture Partners (formerly Partners in Leadership) are the key goals and indicators of success for Highland. The underlying premise of the culture work is that if together we live out our cultural beliefs of Rise up, Open Up, Own It, Be Bold, and One HCC, as an institution, we will achieve our Key Results. Each of the President's Goals are aligned with the Key Results.

Key Result	Description	2021/2022	2023
Trust/Culture	Culture Advantage Index Culture Score	50th Percentile	TBD
Enrollment	Reimbursable Credit Hours	Flat	+7% above Fall 2020
Financial Health	Revenue Equals Expenses	By FY 22: At Zero	Zero+
Academic Quality	HLC Accreditation	By Nov 2021: Achieve HLC Highest Standard "Met" *HLC Metric is Met, Met with Concerns, Not Met	Focus areas for 2023-2027: Closing the loop; Diversity; Faculty Qualifications; Co-curricular Assessment;

President's Goals FY 2023

Key Result	Specific Goal	Measurable/Attainable	Mid-year	Final	Results
Academic Quality Trust/Culture	Follow CDC, IDPH, and ICCB guidelines for Safe Return to Campus Fall 2022	• Limit disruption on campus • Provide more than 70% of courses in person or hybrid			
Financial Health Enrollment	Ensure fiscal stability of institution	• Work with CFO to identify potential funding sources and measures to increase efficiency • Monitor enrollment and consider new strategies for retention			
Trust/Culture	Implement year 3 of Culture/ONE Highland initiative	• Conduct third Culture Advantage Index (CAI) • Model the use of tools			
Financial Health	Work w/Foundation to secure donations	• Share HCC vision and needs with Corporate Partners and potential donors • Update list for Legacy Campaign as needed • Meet with potential donors			
Trust/Culture	Identify and implement communication strategies that promote transparent	• Provide opportunities to meet with and listen to employees			

	communication on campus	• Identify opportunities to enhance communication on campus			
Enrollment Trust/Culture	Actively participate in community organizations and activities	• Attend monthly meetings of community organizations • Present to students and employees as requested			
Enrollment Trust/Culture	Identify and implement strategies that will enhance diversity and inclusivity at Highland and within the communities we serve	• Work with and support Diversity Committee efforts to enhance inclusivity and diversity awareness on campus • Identify opportunities to promote diversity and inclusivity within the district			
Trust/Culture	Promote a shared vision by being visible and accessible to those on campus	• Emphasize the Key Results: Trust & Accountability, Enrollment, Financial Health, Accreditation • Provide opportunities to meet with and listen to employees			
Trust/Culture	Work with Shared Governance Committee to strengthen Shared Governance within the institution	• Implement the identified Shared Governance model for HCC • Provide opportunities for campus feedback			

Academic Quality	Work with HR and Search Committee to identify and hire a Vice President of Academic Services/Chief Academic Officer	• Identify viable candidates for the role • Conduct interview process that includes campus participation • Recommend identified candidate to Board for January 1, 2023 start date			
Academic Quality	Maintain sound accreditation status for 10-year HLC Accreditation visit in 2027-2028	• Identify another individual to serve as an HLC Peer Reviewer • Work with PDR to further develop and embed Assessment of Student Learning, Co-curricular Assessment, and Diversity into the HCC culture			
Enrollment Academic Quality	Identify and implement strategies to strengthen or initiate academic programs with growth potential	• Complete renovation of Welding lab • Identify funding to remodel Manufacturing CNC/CAD lab • Complete curriculum revisions in Business Administration • Identify one new academic program for implementation in FY24			