

**President's Goals- FY 24**  
**7/17/23**  
**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	50 <sup>th</sup> 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 2024**

<b>Key Result</b>	<b>Specific Goal</b>	<b>Measurable/Attainable</b>	<b>Mid-year</b>	<b>Final</b>	<b>Results</b>
Financial Health  Enrollment	Ensure fiscal stability of institution	<ul style="list-style-type: none"> <li>• Work with CFO to identify potential funding sources and measures to increase efficiency</li> <li>• Monitor enrollment and consider new strategies for retention</li> </ul>			
Financial Health  Enrollment	Strengthen connections with State legislatures to advocate for HCC’s needs	<ul style="list-style-type: none"> <li>• Attend ICCB Legislative Updates to stay informed regarding pending legislation</li> <li>• Host legislative visit to campus to provide updates and communicate needs</li> </ul>			
Trust/Culture	Implement year 4 of Culture/ONE Highland initiative	<ul style="list-style-type: none"> <li>• Conduct Climate Survey</li> <li>• Extend limited contract with Culture Partners</li> <li>• Model the use of tools</li> </ul>			
Financial Health	Work w/Foundation to secure donations	<ul style="list-style-type: none"> <li>• Share HCC vision and needs with Corporate Partners and potential donors</li> <li>• Finalize Legacy Campaign and timeline for needs identified</li> <li>• Meet with potential donors</li> </ul>			

Trust/Culture	Identify and implement communication strategies that promote transparent communication on campus	<ul style="list-style-type: none"> <li>• Provide opportunities to meet with and listen to employees</li> <li>• Identify opportunities to enhance communication on campus</li> </ul>			
Enrollment Trust/Culture	Actively participate in community organizations and activities	<ul style="list-style-type: none"> <li>• Attend monthly meetings of community organizations</li> <li>• Present to community organizations as requested</li> <li>• Present to students and employees as requested</li> </ul>			
Enrollment Trust/Culture	Identify and implement strategies that will enhance diversity and inclusivity at Highland and within the communities we serve	<ul style="list-style-type: none"> <li>• Work with and support Diversity Committee efforts to enhance inclusivity and diversity awareness on campus</li> <li>• Facilitate the DEI Coordination Committee to ensure efforts are aligned on campus</li> <li>• Identify opportunities to promote diversity and inclusivity within the district</li> </ul>			
Trust/Culture	Promote a shared vision by being visible and accessible to those on campus	<ul style="list-style-type: none"> <li>• Emphasize the Key Results: Trust &amp; Accountability, Enrollment, Financial Health, Academic Quality</li> </ul>			

		<ul style="list-style-type: none"> <li>• Provide opportunities to meet with and listen to employees</li> </ul>			
Trust/Culture	Facilitate and promote Shared Governance on campus	<ul style="list-style-type: none"> <li>• Facilitate the identified Shared Governance model, College Council, for HCC</li> <li>• Develop tactics to meet the Strategic Plan Goal: A compelling shared governance model is integrated throughout HCC's organizational structure.</li> <li>• Provide opportunities for campus feedback</li> </ul>			
Academic Quality	Provide onboarding support and mentoring for the Vice President of Academic Services/Chief Academic Officer	<ul style="list-style-type: none"> <li>• Meet with the Vice President of Academic Services/Chief Academic Officer weekly to provide feedback, support, and guidance</li> <li>• Identify top priorities and goals for CAO</li> <li>• Identify and provide opportunities for CAO to integrate into HCC District</li> </ul>			
Academic Quality	Maintain sound accreditation status for 10-year HLC Accreditation visit in 2027-2028	<ul style="list-style-type: none"> <li>• Work with CAO to identify individuals to serve on the Assurance Argument Team</li> <li>• Work with CAO to create a timeline in preparation for</li> </ul>			

		<p>the 10-year HLC Accreditation visit in 2027-2028</p> <ul style="list-style-type: none"> <li>• Work with Cabinet to further develop and embed Assessment of Student Learning, Co-curricular Assessment, and Diversity into the HCC culture</li> <li>• Identify another individual to train as an HLC Peer Reviewer</li> </ul>			
<p>Enrollment Academic Quality</p>	<p>Identify and implement strategies to strengthen or initiate academic programs with growth potential</p>	<ul style="list-style-type: none"> <li>• Complete renovation of Welding lab</li> <li>• Begin renovation of the Manufacturing CNC/CAD lab</li> <li>• Identify potential new academic program(s) for implementation in FY25</li> <li>• Facilitate next steps of potential Athletic, Learning and Event Center</li> </ul>			
<p>Academic Quality Trust/Culture</p>	<p>Participate in and provide support for the Leadership Development Program, ONE Highland Leads</p>	<ul style="list-style-type: none"> <li>• Participate in the ONE Highland Leads book discussion of "The Power of Moments"</li> <li>• Co-facilitate the learning session on Mission, Vision, Core Values, and Strategic Plan</li> </ul>			

		<ul style="list-style-type: none"><li>• Contribute to learning sessions as requested by the planning team</li><li>• Work with the Vice Presidents and HR on succession planning across the institution</li></ul>			
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