

HEARTLAND COMMUNITY COLLEGE STRATEGIC PLAN OVERVIEW



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COMMUNITY COLLEGE

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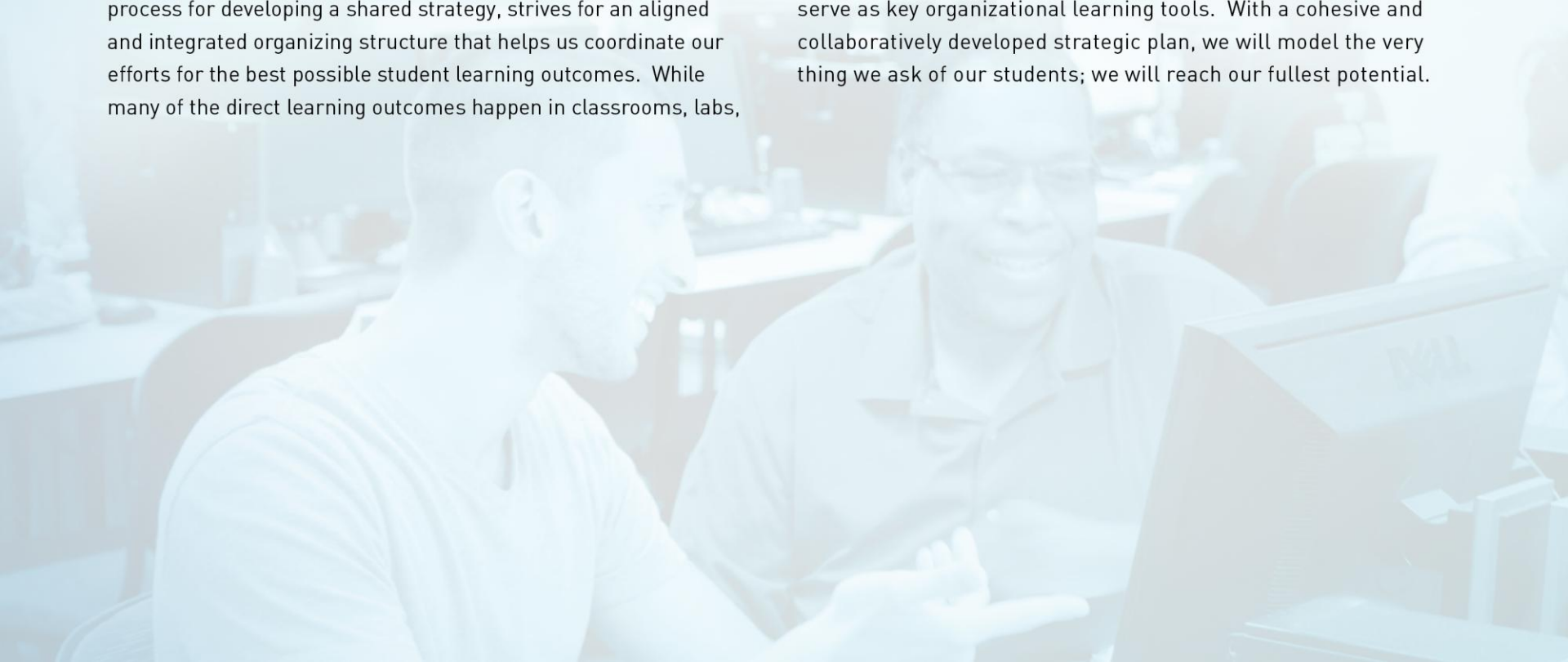
Learning and Life Success for Heartland Students

How does a relatively large and increasingly complex organization such as Heartland Community College operate so that each student has the best possible chance for learning success... success that leads to meaningful career, college, and life achievement? How might we do this in the best way possible?

To do so, we must collaboratively develop and live a shared strategy. HCC's approach to Strategic Planning, the

process for developing a shared strategy, strives for an aligned and integrated organizing structure that helps us coordinate our efforts for the best possible student learning outcomes. While many of the direct learning outcomes happen in classrooms, labs,

and offices supporting a variety of student needs, every area of our entire College needs to synchronize efforts to make those magical moments of learning occur. In order to do so, HCC has endeavored in the creation of its Strategic Plan to foster widespread use of a common "planning" language and process understanding through direct participation and feedback at each development milestone. Furthermore, HCC has created a series of thematically aligned, graphical depictions of the Strategic Plan elements that will remain living documents, updated periodically, and that will serve as key organizational learning tools. With a cohesive and collaboratively developed strategic plan, we will model the very thing we ask of our students; we will reach our fullest potential.



Summary of Heartland's Strategic Planning Process

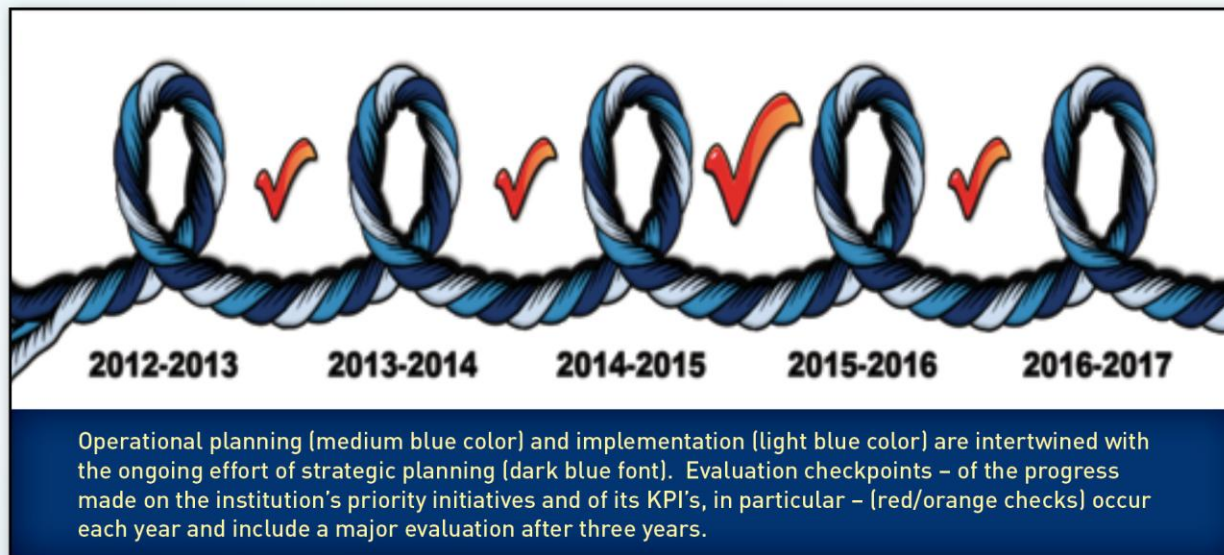
Heartland's approach to creating a living, responsive, and tightly aligned strategic plan systematically flows from determining strategic direction to creating the plans to moving the institution in that direction.

Vision, Mission, and Values—in particular—provide purpose and impetus for strategy development while the Foundational Commitments lend a basic organizing structure for planning strategies.

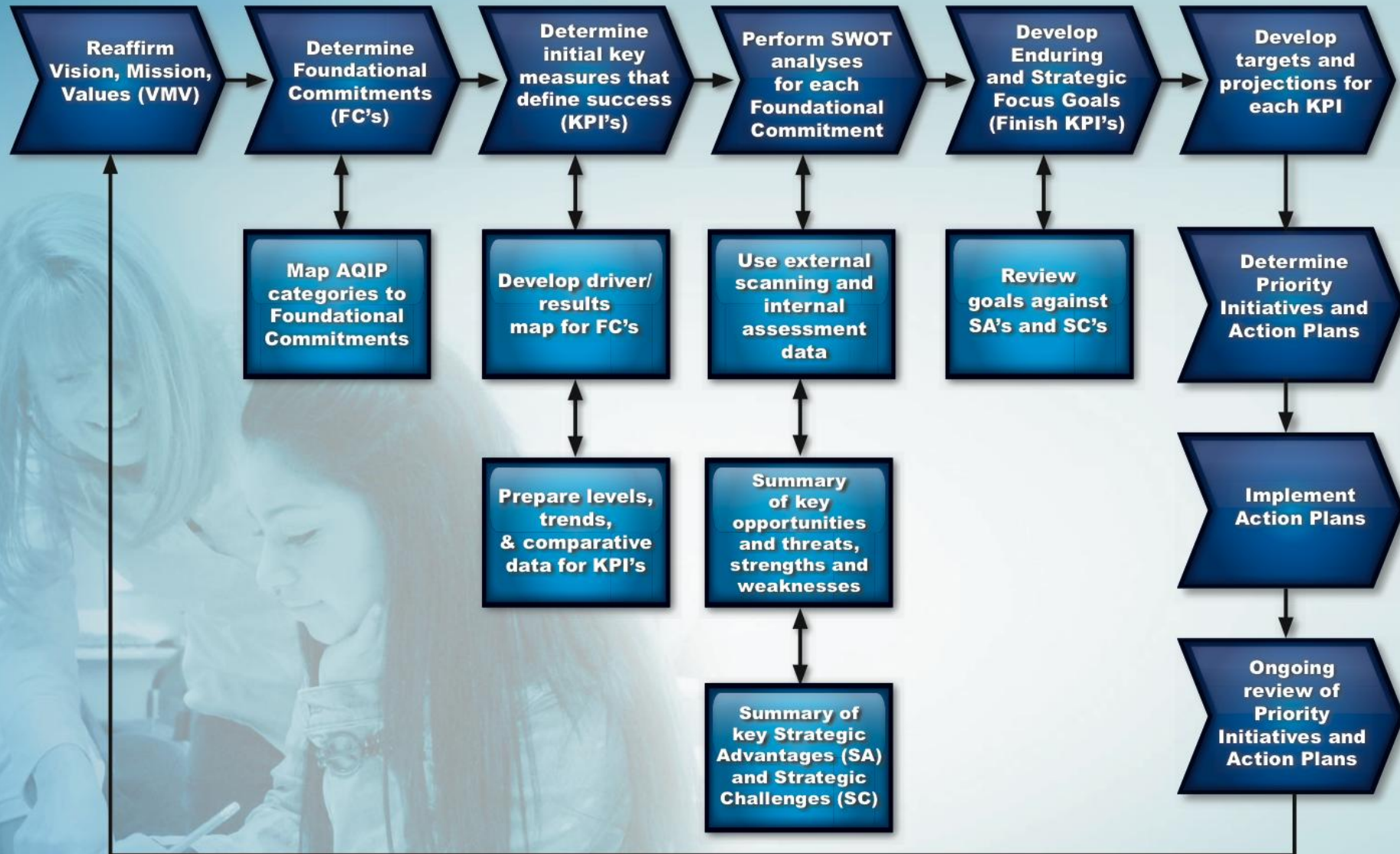
Intelligence gathering – in the form of SWOT analyses and the assessment of Key Performance Indicators – allows Heartland to

identify areas of relative strength and vulnerability. The College can then clearly define and prioritize its Enduring Goals and 2012-2017 Strategic Focus Goals that will enable us to more effectively respond to the needs of students and community stakeholders, to ensure organizational viability, and to spur innovation.

The goals become actualized through aligned priority initiatives carried out by teams and/or departmental units and supported by the College's senior leaders. The final stage of the process depicts the essential activity of ongoing review and recalls a spiraling rope figure – shown below – which portrays Heartland's interwoven cycles of learning and evaluation.



STRATEGIC PLANNING PROCESS





VISION

HEARTLAND IS AN ADAPTABLE AND
COLLABORATIVE COMMUNITY RESOURCE,
PROMOTING LIFE-LONG LEARNING AND
EXCEPTIONAL COMMUNITY PROGRESS.

MISSION

HEARTLAND INSPIRES LIVES THROUGH
ACCESSIBLE AND PERSONALIZED STUDENT
SUPPORT, EXEMPLARY INNOVATION, AND
HIGH EXPECTATIONS FOR SUCCESS IN
TEACHING AND LEARNING.



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VALUES

1. WE ARE LEARNER-CENTERED,
FOCUSED ON CREATING A
PERSONALIZED PATH TO SUCCESS FOR
EACH HOLISTIC LEARNER.

“TO SEE THINGS IN THE SEED, THAT IS GENIUS.”
– LAO-TZU



2. WE INSPIRE AN UPBEAT, CAN-DO
ATTITUDE, EMPOWERING OUR
STUDENTS, OUR COMMUNITIES, AND
EACH OTHER TO FULLY ACTUALIZE
OUR POTENTIAL.

“WHEN A PERSON IS WILLING AND EAGER,
THE GODS JOIN IN.” – AESCHYLUS



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VALUES

3. WE PRIORITIZE AND SUPPORT PROFESSIONAL DEVELOPMENT OF ALL EMPLOYEES SO THAT WE MAY CONTINUALLY ADAPT AND IMPROVE.

“WE JUDGE OURSELVES BY WHAT WE FEEL CAPABLE OF DOING WHILE OTHERS JUDGE US BY WHAT WE HAVE ALREADY DONE.”

– HENRY WADSWORTH LONGFELLOW



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VALUES

4. WE ARE ALL PARTNERS IN THE SUCCESS OF THE ORGANIZATION, BOLDLY EMBRACING CURRENT AND FUTURE OPPORTUNITIES THAT WILL EMPOWER OUR STUDENTS AND COMMUNITIES.

A HOUSE DIVIDED AGAINST ITSELF CANNOT STAND.” – ABRAHAM LINCOLN

5. WE SALUTE TRADITION, WE DO NOT IDOLIZE IT.

“ANCESTRY IS MOST IMPORTANT TO THOSE WHO HAVE DONE NOTHING THEMSELVES.”
– LOUIS L’AMOUR



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COMMUNITY COLLEGE

VALUES

6. WE RESPECT ALL INDIVIDUALS; CIVILITY, COLLEGIALITY, AND THE HIGHEST STANDARDS OF PROFESSIONALISM CHARACTERIZE HEARTLAND'S DAILY ENVIRONMENT.

"WHAT LIES BEHIND US AND WHAT LIES BEFORE US ARE TINY MATTERS COMPARED TO WHAT LIES WITHIN US." – RALPH WALDO EMERSON



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COMMUNITY COLLEGE

VALUES

7. WE ARE PROUD OF OUR
COLLEGE'S QUALITY BUT
ALWAYS SEEK IMPROVEMENT.

"IMAGINATION IS MORE IMPORTANT
THAN KNOWLEDGE." – ALBERT EINSTEIN





VALUES

8. WE PRACTICE ETHICAL DECISION-
MAKING AND RESPONSIBLE USE
OF ENVIRONMENTAL, FINANCIAL,
AND COMMUNITY RESOURCES TO
PROMOTE A SUSTAINABLE FUTURE.

“THIS WE KNOW: THE EARTH DOES NOT BELONG
TO PEOPLE; PEOPLE BELONG TO THE EARTH.
THIS WE KNOW: ALL THINGS ARE CONNECTED.
WHATEVER BEFALLS THE EARTH BEFALLS THE
PEOPLE OF THE EARTH.” – TED PERRY



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FOUNDATIONAL COMMITMENTS



**Leading
Quality
Innovation**

**Valuing
People**

**Collaborating
Effectively**

**Serving as a
Community
Resource**

**Creating
Access to
Opportunities**

**Supporting
Student
Success**

**Exemplifying
Teaching
and Learning
Excellence**



**Modeling
Stewardship
and
Sustainability**



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ENDURING GOALS

VALUING PEOPLE



“HCC WILL ENGAGE INTERNAL AND EXTERNAL CONSTITUENTS TO ENCOURAGE OPEN COMMUNICATION, PROMOTE PROFESSIONAL AND PERSONAL DEVELOPMENT, AND IMPLEMENT PROCESSES THAT ENHANCE ORGANIZATIONAL CULTURE.”



“HCC WILL RECRUIT, HIRE, PROFESSIONALLY DEVELOP, AND RETAIN TALENTED AND COLLABORATIVE EMPLOYEES TO ADVANCE ORGANIZATIONAL EXCELLENCE.”



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ENDURING GOALS

COLLABORATING EFFECTIVELY

"HCC WILL CHAMPION COLLABORATION AMONG INTERNAL AND EXTERNAL CONSTITUENTS TO STIMULATE SOCIAL, ECONOMIC, AND ENVIRONMENTAL ADVANCEMENTS."



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A photograph of a man and a woman in blue lab coats working in a laboratory. The man, on the left, is bald and wearing glasses. The woman, on the right, has blonde hair and is wearing glasses. They are both smiling and looking at each other. The background shows laboratory equipment, including a green machine with a yellow handle.

ENDURING GOALS

SERVING AS A COMMUNITY RESOURCE

"HCC WILL PROVIDE AN ARRAY
OF EXPERTISE, PROGRAMS,
AND FACILITIES TO ADDRESS
COMMUNITY NEEDS THAT ALIGN
WITH OUR MISSION."



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ENDURING GOALS

CREATING ACCESS TO OPPORTUNITIES

"HCC WILL BROADEN PATHWAYS
TO LIFELONG LEARNING BY
FOSTERING PERSONAL GROWTH,
MINIMIZING OBSTACLES, AND
FACILITATING PROGRESS."



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ENDURING GOALS

SUPPORTING STUDENT SUCCESS

"HCC WILL EFFECTIVELY TRANSITION STUDENTS INTO COLLEGE-LEVEL COURSEWORK BY ASSESSING, ACCELERATING, AND AUGMENTING STUDENT READINESS."

"HCC WILL EMPOWER OUR STUDENTS TO EXPLORE OPTIONS, DEVELOP INTENTIONAL PATHWAYS, AND ACHIEVE RELEVANT ACADEMIC AND CAREER GOALS."



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COMMUNITY COLLEGE

ENDURING GOALS

SUPPORTING STUDENT SUCCESS

"HCC WILL IMPROVE STUDENT SUPPORT BY CONTINUALLY ASSESSING AND RESPONDING TO DIVERSE NEEDS."

"HCC WILL PROMOTE A STUDENT-CENTERED CULTURE BY INTENTIONALLY BUILDING RELATIONSHIPS THAT PROMOTE STUDENT ENGAGEMENT AND DEVELOPMENT."



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ENDURING GOALS

LEADING QUALITY INNOVATION

"HCC WILL ENHANCE DECISION MAKING AT ALL LEVELS OF THE ORGANIZATION THROUGH PROCESSES AND TECHNOLOGIES THAT GUARANTEE QUALITY DATA AND ACTIONABLE INTELLIGENCE TO SUPPORT IMPROVEMENT."

"HCC WILL INCORPORATE SYSTEMS-ORIENTED, DATA-INFORMED APPROACHES TO CREATE, IMPLEMENT, AND SHARE EXEMPLARY PRACTICES."



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ENDURING GOALS

MODELING STEWARDSHIP & SUSTAINABILITY

“HCC WILL ADHERE TO INFORMED AND RESPONSIBLE PRACTICES THAT SAFEGUARD SOCIAL, ECONOMIC, AND ENVIRONMENTAL WELL-BEING.”

“HCC WILL PRACTICE VISIONARY PLANNING, ACTIVELY PURSUING RESOURCES AND PARTNERSHIPS TO ENSURE OUR LONG-TERM VIABILITY.”



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ENDURING GOALS

EXEMPLIFYING TEACHING AND LEARNING EXCELLENCE

"HCC WILL RECRUIT, HIRE,
PROFESSIONALLY DEVELOP, AND RETAIN
HIGH QUALITY FACULTY, INSTRUCTORS,
AND LEARNING SUPPORT STAFF."

"HCC WILL DESIGN, DELIVER, AND
ASSESS HIGH QUALITY CURRICULUM
AND INSTRUCTION FOR OUR DIVERSE
PROGRAMS, SUPPORTING RELEVANT
CAREER PATHWAYS FOR LEARNERS."



HEARTLAND
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ENDURING GOALS

EXEMPLIFYING TEACHING AND LEARNING EXCELLENCE

"HCC WILL DESIGN, DEVELOP, AND MAINTAIN EXEMPLARY PHYSICAL AND TECHNOLOGICAL INFRASTRUCTURE TO CREATE AN OPTIMAL TEACHING AND LEARNING ENVIRONMENT."

"HCC WILL EFFECTIVELY ASSESS STUDENTS' EXPERIENCES, CREATING ACTIONABLE INTELLIGENCE APPLIED AT KEY MOMENTUM POINTS TO IMPROVE STUDENT LEARNING."



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STRATEGIC FOCUS GOALS 2012-2017

Enduring Goal No.	Strategic Focus Goals	Strategic Focus Goal Duration				
		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
1	HCC will engage internal and external constituents to encourage open communication, promote professional and personal development, and implement processes that enhance organizational culture.					
3	HCC will champion collaboration among internal and external constituents to stimulate social, economic, and environmental advancements.					
6	HCC will effectively transition students into college-level coursework by assessing, accelerating, and augmenting student readiness.					
7	HCC will empower our students to explore options, develop intentional pathways, and achieve relevant academic and career goals.					
17	HCC will effectively assess students' experiences, creating actionable intelligence applied at key momentum points to improve student learning.					
10	HCC will enhance decision making at all levels of the organization through processes and technologies which guarantee the quality and availability of data and information to drive organizational improvement.					
15	HCC will design, deliver, and assess high quality curriculum and instruction for our diverse programs, supporting relevant career pathways for learners.					
4	HCC will provide an array of expertise, programs, and facilities to address community needs that align with our mission.					