Dear HCC faculty and staff,

Now that the semester is underway, I will provide Weekly Updates on our Strategic Plan activities. But first, I thought it would be helpful to give a brief overview of the plan and how it is being implemented. As you know, the FY 2019-22 Strategic Plan was created by a year-long planning process (2017-18) that included faculty, staff, students, alumni, trustees, and community members. It is based upon four frameworks and corresponding strategies:

**Teaching & Learning**
- Strategy #1: Enhance and expand innovative teaching and learning practices that support quality education for all.

**Inclusion & Student Success**
- Strategy #2: Work with the communities we serve to increase equity.

**Workforce Development & Transfer**
- Strategy #3: Align programs with workforce demands, student needs for transfer and employment opportunities.

**Sustainability**
- Strategy #4: Create a sustainable model for long-term growth.
The strategies have **9 Objectives** with **21 Measurable Outcomes**. Among the key outcomes are:

- Closing the achievement gap by 4 percentage points
- Increasing retention rates by 4%
- Boosting graduation/transfer rates by 4%
- Decreasing the number of students taking developmental math/Eng. by 4%
- Utilizing technology & data to advance operational effectiveness and business process improvement
- Seeking new revenue streams to support strategic priorities

Five Strategic Plan teams which represent dominant themes from the plan were created in January 2019 to implement the plan. The SP teams have co-leaders and team members range in number from 11 to 19 plus one or more representatives from the Cabinet.

- **Team A. Professional Development & Inclusion**
  Co-leaders: Idelia Smith, Jessica Hill
- **Team B. Course Offerings & Placement**
  Co-leaders: Kris Ricker, Linda Scott, Allison Wrobel
- **Team C: Student Support**:
  Co-leaders: Mark Hudgik, Andrew Fletcher
- **Team D: External Alignment**:
  Co-leaders: Michel Cabral, Heidi Rademacher
- **Team E: Resources**
  Co-leaders: Marcia Mitchell, Amy Dopp

Each team is responsible for specific strategies, objectives and action items and they will collaborate among teams where these items overlap. The weekly updates will highlight the work of Strategic Plan teams and today we begin with:

**Team A: Professional Development & Inclusion**

**Year 1 Action Items:**

1. Develop a baseline knowledge across campus about inclusivity, equity, culturally responsive pedagogy, implicit bias, and what it means to be an HSI.
2. Establish and Institutionalize the Center for Excellence (CFE).
3. Increase achievement of Hispanic and low income students by creating a culturally responsive institution.

Team A met this week and assigned tasks for the Year 1 Action Items.
**Action Item 1:**
Learning Specialist, Denise Roy and the Office for Students with Disabilities & Deaf Services will work with CFE Staff-in-Residence Sarah Schmidt, to identify workshops that address inclusivity. Olivia Kynard, interim Affirmative Action officer/Title IX coordinator, has added Affirmative Action/Title IX information to new hire orientations. Idelia Smith, assistant V.P. of academic affairs will be developing a survey to measure baseline information about inclusivity. Sarah and Idelia will work with IT to create an online campus portal to locate information on culturally responsive pedagogies.

**Action Item 2**
The CFE will provide professional development for HCC employees to “share and develop best practices to meet the diverse needs of our students, and foster student success through faculty and staff excellence” (Mission). For FY20, the CFE was allocated a one-time fund of $100,000 to jump start professional development activities related to Strategic Plan priorities. Members of Team A will draft guidelines for disbursement of those funds and the guidelines will be submitted to the president and Cabinet for their review.

*Exciting News! The CFE will have a “Soft Opening” on Tuesday, September 17, from 1-5 p.m. in FR 265. Please come.*

**Action Item 3**
Team A’s Cabinet sponsor, Clara Elliott, dean of human resources, will be organizing a workshop on creating a culturally responsive institution, and co-team leader Economics professor Jessica Hill and several Team A members (Pesha Black, director of Ludlow Area Adult Learning Center, Michelle Robak, HR staff associate, and Olivia Kynard, Affirmative Action/TitleIX officer) will be developing professional development workshops on how to create a welcoming and inclusive environment.

Stay tuned for more highlights from our dedicated Strategic Plan teams.

Kind regards,

K.C.

Kathryn C. Senie
Chief of Staff
Frost 305
(413) 552-2168
ksenie@hcc.edu