



2016-2022 Strategic Plan
HENDERSON COMMUNITY COLLEGE

Vision:

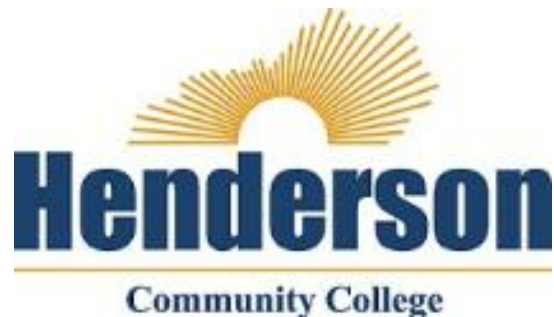
To be an educational leader providing opportunities for personal growth, professional training, and cultural enrichment.

Mission:

To enhance the quality of life and employability of the citizens of our community by serving as the primary provider of:
College and Workforce Readiness
Transfer Education
Technical Education and Training
Lifelong Learning and Cultural Enrichment

Values:

Academic Freedom | Diversity
Access and Opportunity | Integrity
Accountability | Partnerships
Community | Quality
Cultural Appreciation | Student and Employee Success



MOVING OUR MISSION >>> FORWARD

To enhance the quality of life and employability of the citizens of our community
by serving as the primary provider of:

COLLEGE AND WORKFORCE READINESS

- Ensuring strong partnerships with Henderson, Union, and Webster Schools—developing the workforce together.
- Continuing Adult Education programs in Henderson and Union Counties, exceeding goals and in the top 25% of all KY Counties.
- Implementing a new Strategic Enrollment Management Plan to ensure access for all.
- Decreasing development education requirements by co-enrolling underprepared students in college level courses with support instruction.
- Working with social service, immigrant, and other agencies to ensure access by clients to technical program coursework—which also leads to increased educational attainment in the region.
- Working across the curriculum and in all student service areas to ensure world-class classroom and online course provision and student services.

TRANSFER EDUCATION

- Increasing college credit-level course opportunities for students at Henderson, Union, and Webster County high schools.
- Strengthening dual admission agreements, course transfer opportunities, transfer scholarships and other partnerships with four-year colleges and universities.
- Enhancing support of the HCC Honors Program and its scholarships.
- Working with Murray State University—Henderson for additional offerings on campus.

TECHNICAL EDUCATION AND TRAINING

- Working with economic and workforce development partners such as Kyndle and Union County First to develop additional technical programs (KY FAME and others) to meet business and industry need.
- Offering access to KY TRAINS funding and providing training for corporate, continuing, and apprenticeship education and assessments for business and industry.
- Ensuring pathways of study that develop and support the local workforce needs while also providing transfer opportunities so students/employees can move from certificates to Associates degrees to advanced degrees.

LIFELONG LEARNING AND CULTURAL ENRICHMENT (VALUE OF HCC)

- Partnering with the Henderson Area Arts Alliance to ensure an outstanding season of entertainment at the Fine Arts Center—while also providing access to the arts through the college and other partners.
- Offering Community Education/Lifelong Learning classes to the region.
- Showcasing the talents of faculty and staff through the HCC Speaker's Bureau, service to schools and agency partners, and service to non-profits organization boards.
- Strengthening regional giving and support to HCC to meet the institution's mission and service.

STRATEGIC PLAN GOALS, MEASURES, AND TARGETS

Goal 1: Raise the level of educational attainment in HCC's service area by positioning the College as the most accessible, affordable, and relevant postsecondary education choice.

Measure 1: Graduation Rate

| Metric 1 | Definition | Baseline | Target | Objective |
|-----------------|--|----------|--------|--|
| Graduation Rate | <i>Cohort of full-time, first-time degree/certificate-seeking undergraduate students who complete their program within 150% of normal time as reported to IPEDS.</i> | 22.8% | 28.8% | Increase graduation rate by 1.0 percentage points each year. |

Measure 2: Affordability

| Metric 2 | Definition | Baseline | Target | Objective |
|---------------|---|----------|--------|--|
| Affordability | <i>KCTCS net price as a percentage of the weighted net price for students paying the in-state or in-district tuition rate & receiving grant or scholarship aid at Kentucky public four-year colleges.</i> | 46.8% | 50.0% | Achieve and maintain a net price equal to or less than half that of public four-year institutions. |

Goal 2: Increase access and success for HCC's students, particularly among traditionally under-represented populations.

Measure 1: Student Success

| Metric | Definition | Baseline | Target | Objective |
|-----------------------------------|--|----------|--------|--|
| 1-1st to 2nd Year retention – URM | <i>Fall-to-fall retention rates of first-time, credential-seeking students by Underrepresented Minorities (American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Two or More Races).</i> | 25.8% | 31.8% | Increase URM retention rate by 1.0 percentage points each year. |
| 2 -Graduation rate - URM | <i>Cohort of full-time, first-time degree/certificate-seeking undergraduate students who complete their program within 150% of normal time as reported to IPEDS limited to Underrepresented Minorities.</i> | 24.1% | 30.1% | Increase URM graduation rate by 1.0 percentage points each year. |

Goal 3: Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that leads to successful employment outcomes for HCC's graduates

Measure: Experiential Learning

| Metric 1 | Definition | Baseline | Target | Objective |
|-----------------------|---|----------|--------|--|
| Experiential Learning | <i>Cohort from official data and pulled maximum term to determine college for which they were counted. Each student is only counted once per experiential learning type: Clinicals, Co-ops, Internships, and Service Learning. Student is counted as completed with a grade of A, B, C, D or P.</i> | 30.2% | 36.2% | Increase number of students engaged in experiential learning by an average of 1.0 percentage points each year. |

Measure: Transfer Rate

| Metric 2 | Definition | Baseline | Target | Objective |
|----------------------------|--|----------|--------|--|
| Associate Degree Transfers | <i>Percent of Associate earners in academic year who enrolled at a four-year in that academic year after the term end date of the term the first Associate credential was earned or in the next academic year.</i> | 23.3% | 29.3% | Increase transfers by an average of 1.0 percentage points each year. |

Goal 4: Improve student learning, engagement, support, experiences, and success with exceptional academic and student services.

Measure: Retention

| Metric 1 | Definition | Baseline | Target | Objective |
|-----------|--|----------|--------|--|
| Retention | <i>Fall-to-fall retention rates of first-time, credential-seeking students as reported to IPEDS.</i> | 46.5% | 52.5% | Increase retention by an average of 1.0 percentage points each year. |

STRATEGIC PLAN GOALS, MEASURES, AND TARGETS

Goal 4: Improve student learning, engagement, support, experiences, and success with exceptional academic and student services.

Measure: Student Engagement

| Metric 2 | Definition | Baseline | Target | Objective |
|--------------------|---|--|--------|---|
| Student Engagement | <i>Average scores on the Community College Survey of Student Engagement (CCSSE) benchmarks of effective educational practice.</i> | Active Learning (41.8%) Student Effort (45.8%) Academic Challenge (45.1%) Student / Faculty Interaction (50.4%) Support for Learners (50.3%) | 50.0% | Maintain CCSSE average benchmark scores at or above the national average. |

Goal 5: Align programs and curricula with needs of employers that enhance the employability, job placement, and career development of HCC's graduates.

Measure: Licensure Pass Rates

| Metric 1 | Definition | Baseline | Target | Objective |
|-----------------------------------|---|----------|-------------------------|--|
| Licensure/Certification Pass Rate | <i>The number of students in the CTE completer/leaver cohort who achieve a passing grade on their first attempt of a licensure exam within one year divided by the number of students in the CTE completer/leaver cohort who sat for the first time to take the licensure exam within one year.</i> | 91% | Exceed national average | Exceed national average for cohort pass rate |

Measure: Workforce Credit Hour Conversion

| Metric 2 | Definition | Baseline | Target | Objective |
|------------------------|--|----------|--------|--|
| Credit Hour Conversion | <i>Number of credit hours of workforce non-credit courses (clock hour conversion to credit hours).</i> | 541 | 574 | Increase credit hours by 1% each year from a baseline of a three year average. |

Goal 6: Promote the recognition and value of HCC

Measure: Annual Media Citations

| Metric 1 | Definition | Baseline | Target | Objective |
|--------------------------------|--|----------|--------|--|
| Total Positive Media Citations | <i>Annual media citations captured (print, digital, television, radio)</i> | 1,050 | 1,182 | Positive media citations will increase by 2% annually. |

Annual Scholarship Gifts

| Metric 2 | Definition | Baseline | Target | Objective |
|--------------------------------|---|----------|----------|---|
| Total Annual Scholarship Gifts | <i>Scholarship dollars donated on an annual basis to the college rather than through specific campaigns</i> | \$24,781 | \$29,591 | Scholarship dollars given annually (college and/or College Foundation) will increase by 3% annual growth. |