



# **Harbel College (HARCO)**

## **Harbel, Margibi County**

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# **STRATEGIC PLAN 2015 - 2019**

**PRESIDENT**

**Syrulwa Somah, PhD.**



## **Executive Summary**

The 2015-19 Strategic Plan recognizes the core values and broad mission of Harbel College. Goals and strategies were developed to achieve significant progress toward HARCO's aspiration of becoming one of Liberia's leading public colleges & universities, preeminent in research and discovery, teaching, and engagement. The plan emphasizes the institution's unique role as an accessible, approachable research institution that provides opportunities to an especially broad array of students while serving Margibi County's broad portfolio of social and economic needs. While providing exceptional leadership in curriculum of relevance, Harbel College adds value as an integrative partner for problem solving due to its innovative focus on applications and its breadth of program excellence. The plan explicitly requires the needs for robust GOL funding the college diversified and unique areas of degree offering. In addition, the plan reaffirms HARCO's mission by focusing greater attention system-wide on increasing access to educational opportunity, responding to the needs of our nation through research, instruction, and outreach, and contributing to economic development and public policy.

This plan contains four key themes and two central foci which include offering a truly transformative educational experience to undergraduate students and accelerating the development of a preeminent research go to higher institution of learning in Liberia. Departments and other units will develop their own strategic plans that align with this plan and will make decisions and investments according to structures, principles, and processes set forth herein.

Harbel College's unweaving commitment to provide students with a transformational experience will continue with a focus on enhancing the quality and relevance of the learning experience, providing more personalized student services, expanding learning opportunities outside the classroom, and developing a more cohesive student community. The undergraduate experience will build upon HARCO's nationally recognized niche, general education, and undergraduate research programs. Support for a transformational educational experience will emphasize opportunities to engage in mentored research and outreach. Changes in the student experience will include increases in the size and diversity of the undergraduate student body.



## HARCO's Strategic Plan 2015-2019

Enrollment growth will occur as a result of increased freshman and transfer admissions, using its Soccer Sports Academy to lure especially underrepresented female students, as well as significant improvements in student retention.

Continued pursuit of a preeminent research portfolio will occur as a result of strategic investment in research infrastructure, increased faculty research effort, and continued emphasis on HARCO's research strengths. In addition, the College will build out emerging areas of research excellence and interdisciplinary collaboration while emphasizing its unique responsibility to address the particular needs of Margibi County. HARCO's research portfolio will be characterized by continued growth of research expenditures, expansion in scholarly outputs, enhancement in the development of intellectual property, and growth in undergraduate student enrollment. Our progress will be measured by and against the research productivity of outstanding Liberian colleges & universities, and most notably against members of the Association of Liberian Universities (ALU) member institutions. This profile requires a broad portfolio of excellence that spans science, technology, engineering, math, humanities, and social sciences.



## Vision

Habel College is poised to be one of the nation's leading public colleges & universities, preeminent in research and discovery, teaching, and engagement.

## Mission

Habel College is a public research university committed to its public heritage and tradition of service to society. Our mission is threefold:

- To **advance** knowledge through creative research, innovation, and creativity across a wide range of academic disciplines.
- To **extend** knowledge through innovative curriculum of relevance in which students and emerging scholars are mentored to realize their highest potential and assume roles of leadership, responsibility, and service to society.
- To **apply** knowledge through local and global engagement that will improve quality of life and enhance the economy of the nation and world.

## Core Values

- **Quality and Excellence:** We are committed to providing quality and excellence in all our endeavors.
- **Civility:** We value the civil treatment and input of others, as demonstrated by genuine mutual respect and quality interaction.
- **Research, Innovation, and Creativity:** We are committed to the pursuit of inquiry and discovery and to the creation and dissemination of knowledge.
- **Public Colleges & Universities Ideals:** We are committed to the land-grant ideals of access, engagement, leadership, and service to bring the practical benefits of education to the nation and global community.
- **Diversity and Global Citizenship:** We embrace a worldview that recognizes and values the importance of domestic and global diversity, global interdependence, and sustainability.
- **Freedom of Expression:** We are committed to the free exchange of ideas in a constructive and civil environment, including the canons of academic freedom in research, teaching, and outreach.
- **Stewardship and Accountability:** We are committed to serving as ethical and responsible stewards of College resources.
- **Professionalism:** In the pursuit of excellence, we value and promote professional practices in all facets of scholarly and individual endeavors.
- **Learning:** We value an environment where all can succeed and impact the global community.



## **Theme 1: Exceptional Research, Innovation, and Creativity**

**Goal 1:** Increase productivity in research, innovation, and creativity to address the grand challenges and opportunities of the future.

**Goal 2:** Further develop HARCO's unique strengths and opportunities for research, innovation, and creativity based on its locations and public institution mandate to be responsive to the needs of Margibi County.

**Goal 3:** Advance HARCO's reach both nationally and internationally in existing and emerging areas of achievement.

### ➤ **Theme 1 Sub-goals**

- 1.a. Grow and diversify extramural research funding.
- 1.b. Attract, retain, and develop high-quality research faculty members world-wide.
- 1.c. Develop and sustain the physical and technological infrastructure, resources, and expertise to support increased research and scholarly productivity system-wide, with particular emphasis on core laboratories and academic computing.
1. d. Build upon HARCO's current and emerging areas of research excellence, National and international reputation.
- 1.e. Increase engagement and productivity of undergraduates in mentored research, innovative projects, and creative endeavors.

## **Theme 2: Transformative Student Experience**

**Goal 1:** Provide an excellent teaching and learning opportunity to a larger and more diverse student population.

**Goal 2:** Provide a college experience centered on student engagement, development, and success, which prepares graduates to lead and excel in a diverse Liberia, Africa, and global society.

**Goal 3:** Improve curricular and student support infrastructure to enhance access, educational quality, and student success in a growing institution.



## ➤ Theme 2 Sub-goals

2. a. Enhance student engagement and achievement in academics and co-curricular activities.
- 2.b. Increase the size, diversity, and academic preparedness of the undergraduate student populations in Margibi County and around Liberia.
2. c. Produce graduates who are highly sought by post-baccalaureate and post-graduate employers and graduate/ professional programs in Liberia, Africa and the world.
- 2.d. Align student recruitment, admissions, and retention system-wide to enhance access, inclusiveness, and student success.

## Theme 3: Outreach and Engagement

**Goal 1:** Increase access to and breadth of HARCO's research, scholarship, creative, academic, and extension programs throughout Margibi County and the Republic of Liberia.

**Goal 2:** Expand and enhance HARCO's engagement with institutions, communities, governments, and the private sector.

**Goal 3:** Increase HARCO faculty, staff, and students' contributions to economic vitality, educational outcomes, and quality of life at the local, nation, and international levels.

## ➤ Theme 3 Sub-goals

- 3.a. Increase the impact of HARCO research, scholarship, creative, and outreach activities on quality of life and economic development within the nation and region.
- 3.b. Increase access to the HARCO system for place-bound, non-traditional, first-generation, and other underserved and underrepresented students.
- 3.c. Contribute to economic security, stability, social justice, and public policy through research, education, the arts, extension, and citizen-based and public policy engagement.
- 3.d. Increase HARCO's global presence and impact worldwide.
- 3.e. Improve HARCO's reputation with external constituencies.



## **Theme 4: Institutional Effectiveness: Diversity, Integrity, and Openness**

- Goal 1:** Create and sustain a college community that is diverse, inclusive, and equitable.
- Goal 2:** Cultivate a system-wide culture of organizational integrity, effectiveness, and openness that facilitates pursuit of the institution's academic aspirations.
- Goal 3:** Steward and diversify resources invested by students, the public, and private stakeholders in a responsible way to ensure economic viability of the institution.

### ➤ **Theme 4 Sub-goals**

- 4.a. Recruit, retain, and advance a diverse intellectual mix of faculty, staff, and students, including women and those from underrepresented ethnic groups.
4. b. Maintain respectful, inclusive, and equitable behavior in all college environments.
4. c. Increase employee productivity and satisfaction.
4. d. Strengthen administrative accountability, innovation, creativity, openness, transparency, and collaboration to advance the College's mission.
4. e. Utilize institutional strategic plans, valid and reliable data, and evaluation indicators to align investments of resources with institutional priorities.
4. f. Expand, diversify, and effectively steward funding to advance the College's mission.



## Appendix

### 2014-19 Strategic Plan Performance Indicators

#### Introduction

The strategic plan includes an implementation plan and the establishment of an implementation committee to ensure that initiatives are developed and executed to realize the plan's goals. Quantitative metrics (benchmarks) identified for each Sub-goal, located in column 3 of the tables, will be calculated on an annual basis. The implementation committee will work with the Office of the Vice President for Administration to define quantitative targets and annual rates of progress (milestones) for these benchmarks. Other evidence for assessing progress is included in column 4 but will not always be collected and reported annually. The implementation committee will also collaborate with various academic and support units to identify targeted initiatives to advance the institution in achieving the specific goals and sub-goals included in the plan. An important activity during the initial stages of the plan's implementation, and led by the Vice President for Research, will involve identifying HARCO's strategic areas of research excellence and emerging areas requiring additional investment to achieve national and international prominence. With the assistance of the implementation committee, an annual report of progress will be issued by the Office of the Vice President for Administration at the conclusion of each calendar year. The College and other units will be expected to identify and report annually on their progress toward metrics consistent with, and whose attainment will contribute to, the institution-level plan.

#### Theme 1: Exceptional Research, Innovation, and Creativity

- Goal 1:** Increase productivity in research, innovation, and creativity to address the grand challenges and opportunities of the future.
- Goal 2:** Further develop HARCO's unique strengths and opportunities for innovation, discovery, and creativity based on its location and land-grant mandate to be responsive to the needs of Margibi County.
- Goal 3:** Advance HARCO's reach both nationally and internationally in existing and emerging areas of achievement.





Theme 1 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 1.a.</b> Grow and diversify extramural research funding.</p>	<ul style="list-style-type: none"> <li>• Invest in strengthening the most successful centers and institutes.</li> <li>• Enhance administrative infrastructure to support grants and contracts procurement and management.</li> <li>• Cultivate mutually beneficial strategic alliances with partners in Liberia and abroad, to extend HARCO faculty expertise and to address gaps in equipment, infrastructure, and/or expertise.</li> <li>• Foster greater collaboration across colleges, campuses, and disciplines through use of incentives and eliminating barriers to the pursuit of large opportunities.</li> </ul>	<ol style="list-style-type: none"> <li>1. Total research and grant proposal submitted to funding agencies (OSIWA and MFDP)</li> <li>2. Number of cross-disciplinary and multi-institution grant interdisciplinary awards or national institutions in-kind donations.</li> </ol>	



Theme 1 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 1.b.</b> Attract, retain, and develop high-quality research faculty members system-wide.</p>	<ul style="list-style-type: none"> <li>Recruit high-quality faculty through opportunistic searches, targeted hiring of senior faculty, and expanding the number of endowed chairs.</li> <li>Define and enforce high scholarship expectations across all academic units.</li> <li>Expand research and creative outputs typically associated with the arts, humanities, and design disciplines.</li> <li>Facilitate hiring that creates critical mass for high-priority initiatives.</li> <li>Invest in professional development activities aimed at increasing research productivity.</li> </ul>	<ol style="list-style-type: none"> <li>Number of refereed publications per faculty</li> <li>Number of publications, juried or adjudicated shows, and performances by arts and humanities faculty (college reports)</li> <li>Number of prestigious faculty awards</li> <li>Citations per faculty member</li> </ol>	<ul style="list-style-type: none"> <li>National/international invitations for research/teaching papers and presentations, shows, and performances (college reports)</li> <li>ADVANCE data on external mentors</li> </ul>
<p><b>Sub-goal 1.c.</b> Develop and sustain the physical and technological infrastructure, resources, and expertise to support increased research and scholarly productivity system-wide, with particular emphasis on core laboratories and academic computing.</p>	<ul style="list-style-type: none"> <li>Develop funding mechanisms to maintain equipment and provide necessary staff support in core labs.</li> <li>Continue to invest in modern research buildings structured to facilitate collaboration.</li> <li>Enhance academic computing capability on all campuses.</li> <li>Invest in communication tools enabling virtual collaboration on a global scale.</li> </ul>	<ol style="list-style-type: none"> <li>Total capital expenditures on academic infrastructure</li> <li>Square footage allocated to research and development per tenure-track faculty FTE</li> <li>Number of labs, classrooms, and conference rooms equipped for virtual collaboration</li> </ol>	<ul style="list-style-type: none"> <li>Government funded building projects</li> <li>Sponsored project infrastructure awards</li> <li>Annual report from Information Technology on investments and upgrades</li> </ul>
<p><b>Sub-goal 1.d.</b> Build upon HARCO's current and emerging areas of research excellence and international reputation.</p>	<ul style="list-style-type: none"> <li>Invest in identified areas of research excellence, such as health sciences at the human-animal interface, clean technology, food security, and biomedical research.</li> <li>Assess and respond to emerging opportunities through strategic investment in new areas of research excellence (e.g., promoting and sustaining health, water resources, computing, and data analysis).</li> <li>Establish a stimulus fund for investment in priority research initiatives.</li> </ul>	<ol style="list-style-type: none"> <li>Sponsored research expenditures in identified areas of research excellence</li> <li>Sponsored research awards expenditures in emerging areas of research excellence</li> <li>Sponsored research awards to projects that engage multiple units</li> </ol>	<ul style="list-style-type: none"> <li>Faculty hires in priority areas</li> <li>Faculty hires in emerging areas of research excellence (college reports)</li> <li>Media tracking by college Communications of coverage for areas of emphasis</li> </ul>
<p><b>Sub-goal 1.e.</b> Increase engagement and productivity of undergraduates in mentored research, innovative projects, and creative endeavors.</p>	<ul style="list-style-type: none"> <li>Expand undergraduate student enrollment and engagement</li> <li>Enhance opportunities for student research awards and scholarships.</li> <li>Reward students for high scholarship and creative activities.</li> </ul>	<ol style="list-style-type: none"> <li>Number of publications coauthored by students</li> </ol>	<ul style="list-style-type: none"> <li>Number of Honors theses completed (Honors College report)</li> </ul>



## Theme 2: Transformative Student Experience

**Goal 1:** Provide an excellent teaching and learning opportunity to a larger and more diverse student population.

**Goal 2:** Provide a university experience centered on student engagement, development, and success, which prepares graduates to lead and excel in a diverse Liberian, African, and global society.

**Goal 3:** Improve curricular and student support infrastructure to enhance access, educational quality and student success in a growing institution.

Theme 2 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 2.a.</b> Enhance student engagement and achievement in academics and co-curricular activities.</p>	<ul style="list-style-type: none"> <li>• Enhance the physical and technological infrastructure to support and facilitate innovation in teaching and learning.</li> <li>• Augment the resources and technical expertise available to faculty and staff to improve teaching and learning.</li> <li>• Increase, recognize, and reward innovation in teaching, learning, and student life.</li> <li>• Improve retention through an enriched set of student experiences.</li> <li>• Provide support services that facilitate the achievement of high academic performance expectations in a focused area of study.</li> <li>• Provide inclusive, responsive, and student-led co-curricular activities, including registered student organizations, student government, and Residence Life activities.</li> </ul>	<p>16. Percent of undergraduate degrees with all program assessment elements in place, including use of student learning assessment results in decision- making or planning</p> <p>17. Bachelor's degrees awarded (total, high-demand fields, low-income students)</p> <p>18. Percentage of classrooms meeting benchmark quality standards.</p>	<ul style="list-style-type: none"> <li>• Honors enrollment</li> <li>• Students on President's Honor Roll (3.5 and above) each semester</li> <li>• Research, scholarly, and creative activities conducted with a faculty member outside of course or program requirements</li> <li>• Course-based civic engagement activities</li> <li>• Percent of students satisfied with facilities and equipment in classrooms and labs</li> <li>• Digital and other library service assessments.</li> </ul>



Theme 2 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 2.b.</b> Increase the size, diversity, and academic preparedness of the undergraduate student populations.</p>	<ul style="list-style-type: none"> <li>• Build a stronger support structure to recruit and retain transfer students.</li> <li>• Develop stronger outreach and recruitment for high-achieving underrepresented students.</li> <li>• Invest in effective recruiting programs students.</li> </ul>	<p>22. Total college enrollment (bachelor's degrees).</p> <p>23. Percent of student body from outside of Margibi</p>	
<p><b>Sub-goal 2.c.</b> Produce graduates who are highly sought by post-baccalaureate and post-graduate employers and graduate/ professional programs.</p>	<ul style="list-style-type: none"> <li>• Assess and respond to emerging opportunities through strategic investment in new programs.</li> <li>• Broaden student engagement with cultures, ideas, and artistic expression of people of our diverse nation and world.</li> <li>• Facilitate student engagement in high-impact learning experiences.</li> <li>• Devise four-year pathways for students that integrate career and personal development activities with academic degree plans.</li> <li>• Ensure those faculties have ready access to information regarding student achievement of fundamental competencies valued by employers (writing, critical thinking, problem-solving, etc.).</li> </ul>	<p>24. Alumni survey: percent of graduates employed within 1 year in a job relevant to their degree</p>	<ul style="list-style-type: none"> <li>• Career Center reports:               <ul style="list-style-type: none"> <li>—employer activity at career expos, hiring, interviews</li> <li>—internship data</li> <li>—Student activity as logged in the career database</li> </ul> </li> <li>• Evidence of relevant programming (college reports)</li> <li>• Common Reading and Freshman Focus assessments</li> <li>•</li> </ul>
<p><b>Sub-goal 2.d.</b> Align student recruitment, admissions, and retention system-wide to enhance access, Inclusiveness, and student success.</p>	<ul style="list-style-type: none"> <li>• Support and encourage engagement in wellness, safety, artistic, and civic programs and activities.</li> <li>• Support and encourage programming that cultivates and supports healthy decision making and academic skills.</li> <li>• Augment the resources and technical expertise to support and assess data-informed enrollment management and student support programming.</li> <li>• Support innovations in advising technology and processes that increase time spent advising relative to time spent on enrollment logistics.</li> </ul>	<p>25. Freshmen retention rate (all students, low income, underrepresented groups, first generation)</p> <p>26. four-year graduation rate (all students, low income, underrepresented groups, first generation)</p> <p>27. six-year graduation rate (all students, low income, underrepresented groups, first generation)</p> <p>28. Percent of students who</p>	<ul style="list-style-type: none"> <li>• Percent of direct-from-high-school students completing college-level math and English within two years</li> <li>• Percent of first-year students who complete a full or part-time load in first year</li> <li>• Course completion (percentage of credit hours completed out of those attempted)</li> </ul>



## Theme 3: Outreach and Engagement

**Goal 1:** Increase access to and breadth of HARCO's research, scholarship, creative, academic, and extension programs throughout Washington and the world.

**Goal 2:** Expand and enhance HARCO's engagement with institutions, communities, Governments, and the private sector.

**Goal 3:** Increase HARCO faculty, staff, and students' contributions to economic vitality, educational outcomes, and quality of life at the local, nation, and international levels.

Theme 3 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 3.a.</b> Increase the impact of HARCO research, scholarship, creative, and outreach activities on quality of life and economic development within the nation and region.</p>	<ul style="list-style-type: none"> <li>• Increase integration of extension and continuing education activities throughout the institution to bolster the reach and impact of HARCO.</li> <li>• Increase the amount and impact of intellectual property resulting from HARCO research.</li> <li>• Develop new strategies for outreach in urban areas of Margibi County and Liberia.</li> <li>• Increase capacity to support effective program impact assessment.</li> </ul>	<p>30. Estimated annual economic impact of HARCO activities</p> <p>31. Number of start-up businesses from HARCO research and outreach</p> <p>32. Total research and development expenditures from industry</p> <p>33. Patents applied for/awarded</p> <p>34. Number of participants in non-credit educational programs offered by Access to College</p>	<ul style="list-style-type: none"> <li>• Impact statements from HARCO Extension</li> <li>• Digital collection numbers from HARCO Libraries</li> <li>• HARCO Research and Exchange Repository</li> <li>• Engagement in state and regional Extension and continuing education activities</li> <li>• Extension contacts with industry to increase awareness of HARCO programs</li> <li>• Internships from alumni and constituency representatives</li> </ul>
<p><b>Sub-goal 3.b.</b> Increase access to the HARCO system for place-bound, non-traditional, and other underserved and underrepresented students.</p>	<ul style="list-style-type: none"> <li>• Respond to the unique educational needs of urban campus communities and regions through academic and research programs.</li> <li>• Prepare faculty to effectively utilize alternative, technology, and distributed delivery methods in instruction.</li> <li>• Cultivate faculty and staff ability and motivation to cognitively and affectively connect with a diverse student audience.</li> <li>• Support full access for students with disabilities through appropriate and timely accommodations for housing and dining, academic coursework, and cocurricular experiences.</li> </ul>	<p>35. Enrollment in and numbers of Access to College and courses</p> <p>36. Total undergraduate first-generation)</p>	



Theme 3 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress)
<p><b>Sub-goal 3.c.</b> Contribute to economic security, stability, social justice, and public policy through research, education, the arts, extension, and citizen-based and public policy engagement.</p>	<ul style="list-style-type: none"> <li>• Increase and recognize engagement of HARCO faculty, students, and professional staff with institutions, communities, governments, other educational partners, and the for-profit and nonprofit sectors.</li> <li>• Encourage and incentivize short-term faculty-industry exchange programs.</li> </ul> <p>delivery to underrepresented audiences.</p>	<p>41. Number of academic units or programs with advisory boards that include alumni and constituency representatives</p> <p>42. Service hours, service courses, service learning projects</p> <p>43. Total annual college operating and capital expenditures</p>	<ul style="list-style-type: none"> <li>• International Programs-led projects that allow faculty, students, and staff to become involved nationally</li> <li>• Research and engagement activities with institutions, communities, governments, and the private sector</li> <li>• Enhance extension program</li> <li>• Number of programs including community internships</li> <li>• Number of faculty conducting research that involves community partners</li> <li>• Service hours spent on engagement activities</li> </ul>
<p><b>Sub-goal 3.d.</b> Increase HARCO's global presence and impact worldwide.</p>	<ul style="list-style-type: none"> <li>• Increase opportunities to engage in intercultural exchange and outreach for faculty, students, and international partners.</li> <li>• Expand HARCO's footprint across the globe in strategic areas of excellence and impact (e.g., health, agriculture, and sustainability).</li> </ul>	<p>44. International student enrollment</p> <p>45. Number of faculty participating in international activities</p> <p>46. Number of students participating in study abroad and other significant international experiences</p>	<ul style="list-style-type: none"> <li>• Immersion opportunities for students</li> <li>• International Programs-led projects that allow faculty, students, and staff across the institution to become involved globally</li> <li>• Internships that offer intercultural opportunities</li> </ul>
<p><b>Sub-goal 3.e.</b> Improve HARCO's reputation with and external constituencies.</p>	<ul style="list-style-type: none"> <li>• Increase strategic communication with key external stakeholders and between internal stakeholders about the impact of HARCO research, education, and outreach.</li> <li>• Increase and recognize engagement of HARCO faculty, students and professional staff with institutions, communities, governments, and the for-profit and nonprofit sector.</li> <li>• Continue to develop and actively participate in strategic coalitions at the county and national levels.</li> <li>• Work collaboratively with nation and local policy leaders to engage HARCO in research, education, and outreach that addresses important policy issues.</li> </ul>	<p>47. institutional reputation score</p>	<ul style="list-style-type: none"> <li>• HARCO's ranking and reputation scores in reputable national global university rankings</li> <li>• Periodic surveys conducted by HARCO to assess its image and reputation within Margibi County</li> </ul>



**Goal 1:** Create and sustain a university community that is diverse, inclusive, and equitable.

**Goal 2:** Cultivate a system-wide culture of organizational integrity, effectiveness, and openness that facilitates pursuit of the institution's academic aspirations.

**Goal 3:** Steward and diversify resources invested by students, the public, and private stakeholders in a responsible way to ensure economic viability of the institution.

Theme 4 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 4.a.</b> Recruit, retain, and advance a diverse intellectual mix of faculty, staff, and students, including women and those from underrepresented groups.</p>	<ul style="list-style-type: none"> <li>• Assure diversity and inclusion efforts are visibly and consistently supported at the highest levels of leadership (president, provost, chancellors, deans).</li> <li>• Continue mentoring of assistant and associate professors and successful programs from Advance aimed at the hiring and advancement of women and underrepresented faculty.</li> <li>• Develop and implement social media tools to improve outreach to underrepresented groups.</li> <li>• Assess and reward data-informed efforts by colleges and areas to improve recruitment outreach to underrepresented groups.</li> </ul>	<p>48. Number of faculty from underrepresented groups</p> <p>49. Number of staff from underrepresented groups</p> <p>50. Faculty and staff retention rates</p> <p>51. Number of women and faculty from underrepresented groups tenured or promoted to associate/ full professor (rolling ten-year average)</p>	<ul style="list-style-type: none"> <li>• Percent of student body that is first-generation</li> <li>• Percent of students and faculty in physical and life sciences, math, and engineering who are women or from underrepresented groups</li> </ul>
<p><b>Sub-goal 4.b.</b> Maintain respectful, inclusive, and equitable behavior in all university environments.</p>	<ul style="list-style-type: none"> <li>• Maintain and strengthen units, programs, and spaces that promote community building, intercultural exchange, and a diversity of voices.</li> <li>• Develop and implement system-wide training.</li> <li>• Recognize contributions to an inclusive and respectful work environment in employee performance evaluations.</li> </ul>	<p>52. Key indicators from biennial institution-wide Employee Engagement Survey</p>	



Theme 4 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 4.c.</b> Increase employee productivity and satisfaction.</p>	<ul style="list-style-type: none"> <li>• Improve functionality of information technology systems for administrative processes, student services, and research.</li> <li>• Recognize productivity in employee performance evaluations.</li> <li>• Communicate openly and with appropriate timeliness on issues of relevance to students, faculty, staff and external constituencies.</li> <li>• Reduce the administrative burden on high-performing faculty and staff.</li> <li>• Regularly review current work environments and processes for improvement.</li> <li>• Use data/information gathered from the employee engagement survey to improve work environment.</li> <li>• Provide resources for university-wide professional leadership development.</li> </ul>	<p>53. Average employee satisfaction rating from Employee Engagement Survey (faculty, staff)</p>	<ul style="list-style-type: none"> <li>• Financial support directed toward professional development of faculty and staff (Office of the Provost and Human Resources tracking)</li> <li>• Key indicators from regular institution-wide climate survey and other routine surveys (e.g., survey for faculty; HRS surveys)</li> </ul>
<p><b>Sub-goal 4.d.</b> Strengthen administrative accountability, innovation, creativity, openness, and collaboration to advance the college's mission.</p>	<ul style="list-style-type: none"> <li>• Undertake regular evaluation of academic units, programs, centers, and institutes to ensure resource alignment is consistent with college goals and productivity.</li> <li>• Conduct evaluation and implement improvement of administrative processes to ensure maximum efficiency and effectiveness.</li> <li>• Remove administrative barriers that prevent entrepreneurial innovation.</li> <li>• Improve administrative and academic analytics capabilities to improve decision making.</li> <li>• Improve day-to-day communication at all administrative levels</li> </ul>		<ul style="list-style-type: none"> <li>• Institutional Effectiveness Council subgroup reports—evidence of streamlined procedures</li> <li>• HARCO Annual Financial Report</li> </ul>





Theme 4 Sub-goals	Potential Initiatives and Tactics	Quantitative Metrics	Other types of evidence (qualitative, progress indicators, diagnostics)
<p><b>Sub-goal 4.e.</b> Utilize institutional strategic plans, valid and reliable data, and evaluation indicators to align investments of resources with institutional priorities.</p>	<ul style="list-style-type: none"> <li>• Engage key constituencies in decision making, governance, and strategic planning.</li> <li>• Report annually on progress toward goals of strategic plan.</li> <li>• Focus on harnessing individuals and units to partner on large, programmatic initiatives that advance HARCO's intended institutional profile.</li> <li>• Establish a clear process for eliminating programs that no longer demonstrate viability.</li> <li>• Map institutional priorities to state and federal plans such as the Student Achievement Council.</li> </ul>		<ul style="list-style-type: none"> <li>• Institutional Effectiveness Council annual report</li> <li>• Strategic plan implementation committee annual report</li> </ul>
<p><b>Sub-goal 4.f.</b> Expand, diversify, and effectively steward funding to advance the College's mission.</p>	<ul style="list-style-type: none"> <li>• Expand revenue from summer session, online education, and not-for-credit offerings.</li> <li>• Maintain development resources at levels of campaign to assure annual fund raising</li> <li>• Develop private-public partnerships to access outside capital and increase the impact of HARCO.</li> </ul>	<p>54. Annual private support 55. Endowment assets</p>	