HFCC

Henry Ford Community College

2007
2010

Henry Ford Community College
2007-2010 Strategic Plan:

Inventing
Our Future

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The world is changing at an increasingly rapid rate and with this change comes uncertainty. Compounded by changes in technology, student demographics, and economic outlook, we will need to be increasingly willing to adapt and respond to these shifting conditions. A favorite quote, by futurist and computer scientist Alan Kay, states that, "The best way to predict the future is to invent it."

Therefore, I am pleased to present the "Henry Ford Community College 2007-2010 Strategic Plan: Inventing Our Future." The Plan's goals and objectives are the culmination of the research, work and collaboration among many members of our campus community including, faculty, students, administrators, community members, and external friends of the College.

The plan builds on our past tradition of excellence just as it looks into the future to ensure our capacity to provide quality education and service to our students and community. Building on our mission and values, the plan considers internal and external environmental factors that most affect our ability to achieve our mission. Finally, the plan describes ten strategic directions and the related objectives that will move us forward and assist us in inventing our future.

It is imperative, as we proceed, to remind ourselves that the strategic plan is a living document that will be reviewed periodically to determine our progress towards these goals and the appropriateness of our direction as the institution changes and evolves.

We can all take pride in the cooperation and sense of common purpose that brought about our Strategic Plan. Now we must work together even harder to bring about the changes that will allow our college to continue its tradition of excellence.

Gail Mee

Gail Mee
President, Henry Ford Community College

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Strategic planning at Henry Ford Community College is a dynamic, collaborative and continuous process that sets the future direction for the college.

Strategic Planning:

- Focuses on what the college as a whole should do to position for the future;
- Addresses large-scale issues affecting the college;
- Relies on input from all divisions and departments;
- Continuously responds to changes in the internal and external environments.
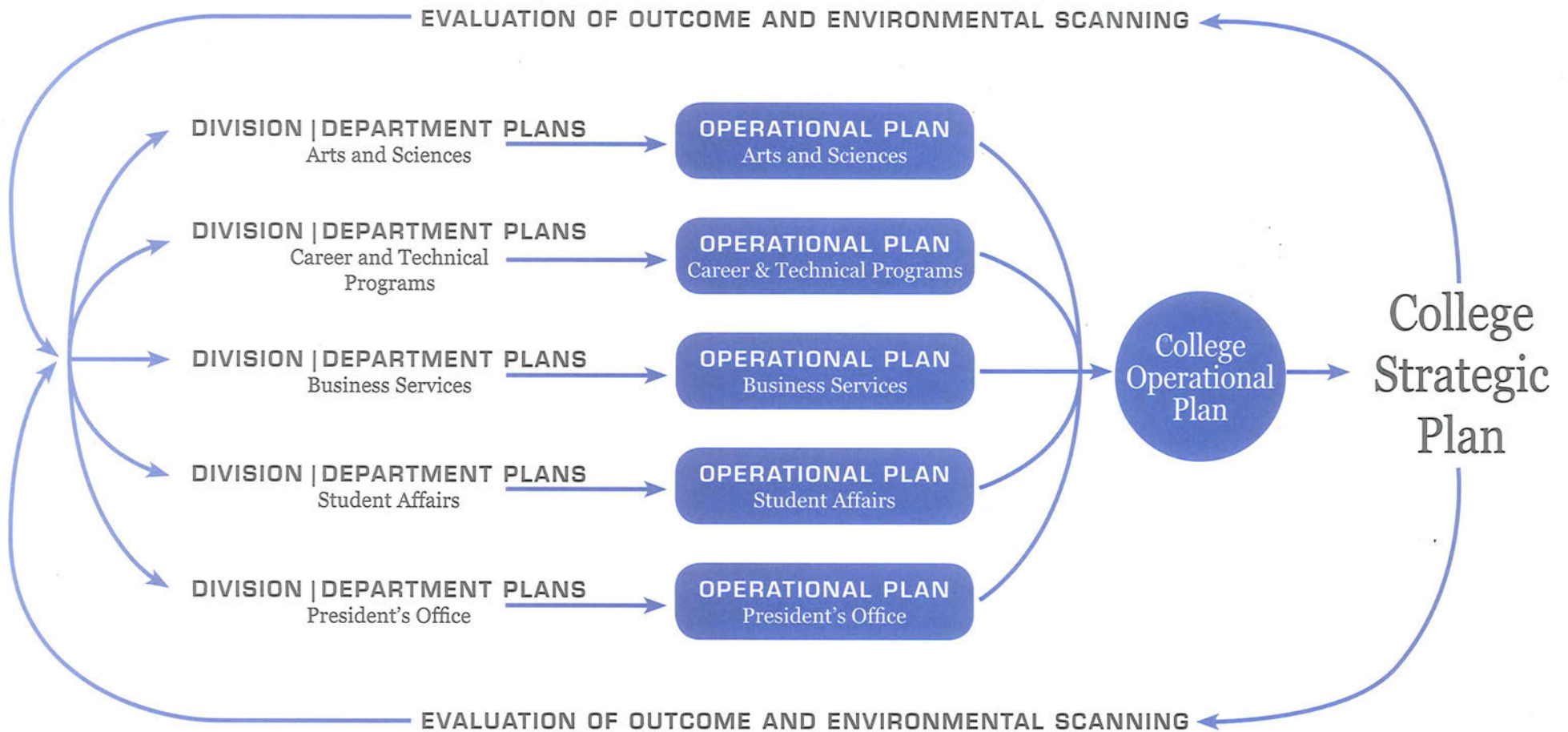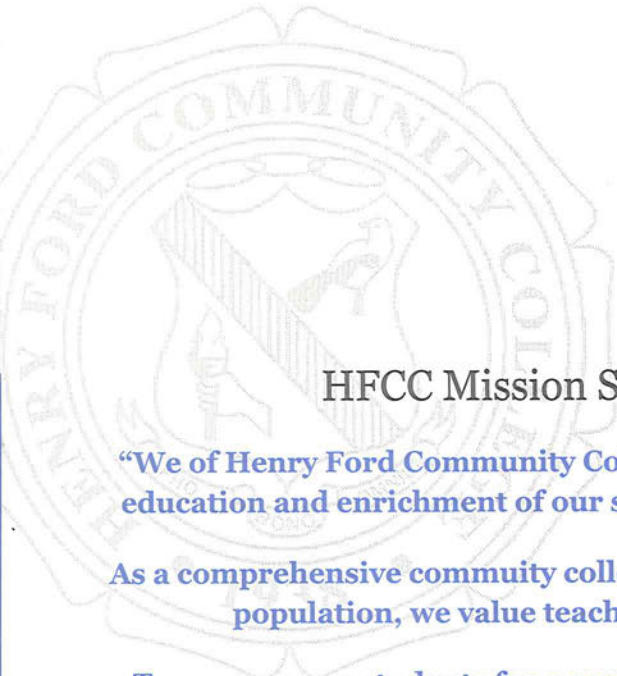
In addition, strategic planning will:

- Allow us to take advantage of our institution's strengths;
- Capitalize on opportunities and emerging trends;
- Bring together all of the institution's resources, and direct them toward specific goals;
- Prioritize and document all the goals and objectives our institution wants to accomplish over the next three to five years;
- And, allocate resources and assign responsibilities.

The Planning Process chart that follows illustrates how planning at the College is a continuous cycle of activity. It begins with strategic planning and incorporates multi-level operational planning. It continuously evaluates our performance and the progress we make towards meeting our desired goals and can be modified to adapt to changes in our internal and external environments. As the plan is a living, dynamic document, each year we will review our goals, objectives and operational plans and make modifications as needed.

EVALUATION OF OUTCOME AND ENVIRONMENTAL SCANNING

DIVISION | DEPARTMENT PLANS
Arts and Sciences

OPERATIONAL PLAN
Arts and Sciences

DIVISION | DEPARTMENT PLANS
Career and Technical
Programs

OPERATIONAL PLAN
Career & Technical Programs

DIVISION | DEPARTMENT PLANS
Business Services

OPERATIONAL PLAN
Business Services

DIVISION | DEPARTMENT PLANS
Student Affairs

OPERATIONAL PLAN
Student Affairs

DIVISION | DEPARTMENT PLANS
President's Office

OPERATIONAL PLAN
President's Office

College
Operational
Plan

College
Strategic
Plan

EVALUATION OF OUTCOME AND ENVIRONMENTAL SCANNING

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Underlying Principles

TEACHING & LEARNING ARE CENTRAL
Teaching and learning are central to what we do.
They are the reasons we are all here.

HELPING STUDENTS SUCCEED IS PARAMOUNT
Helping students succeed is paramount to the
future of HFCC. We provide no added value to the
communities that support us should our students
not meet their educational goals. We must measure
success by the success of our students.

THE CURRICULUM MUST BE COMPREHENSIVE
The college curriculum must be comprehensive
in order for students to attain their wide range of
educational and career goals.

TECHNOLOGY FACILITATES LEARNING
Applying technology to courses, programs, and
services facilitates student learning, independence,
and responsibility.

**SHARED GOVERNANCE PRODUCES SOUND
DECISIONS** Shared governance produces sound,
creative, and ethical decisions and policies at all
levels of our institution.

COMMUNITIES MUST BE ENGAGED
We value our role as a community resource and
seek to address the diverse needs of the many
external communities we serve.

DIVERSITY IS VALUED AT ALL LEVELS
Diversity among students and staff is valued at
all levels and is central to many curricular and
personnel decisions.

HFCC Mission Statement

"We of Henry Ford Community College are dedicated to the
education and enrichment of our students and community.

As a comprehensive commuity college with a diverse student
population, we value teaching and learning.

To prepare our students for a rapidly changing world and
workplace, we are committed to providing knowledge,
communication skills, and cultural opportunities.

We foster critical thinking, creativity, integrity, and self-esteem.

Ours is a tradition of building futures.

We measure our success by the success of our students in a
democratic, diverse, and increasingly technological nation."

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Our Students

	All Students Credit & Non-Credit	Credit Students	Non-Credit Students
FALL ENROLLMENT	13,708	12,812	896
FULL-TIME STUDENT EQUIVALENTS (FTSE)	NA	9,656	NA
AVERAGE AGE	28	26	44
ETHNICITY			
White, Non-Hispanic	54%	55%	31%
Black, Non-Hispanic	20%	21%	7%
Hispanic	3%	4%	2%
Asian/Pacific Islander	2%	2%	2%
American Indian/ Alaska Native	1%	1%	<1%
Other/Not Specified	20%	17%	58%
GENDER			
Female	58%	57%	74%
Male	42%	43%	26%
DAY AND EVENING ENROLLMENT			
Day	55%	56%	41%
Evening	21%	19%	52%
Day and Evening	24%	25%	7%
ENROLLMENT STATUS			
Part-Time	62%	62%	NA
Full-Time	38%	38%	NA
AGE GROUP			
17 - 20	39%	41%	7%
21 - 30	34%	35%	16%
31 - 40	16%	16%	20%
41 - 50	7%	6%	19%
> 50	4%	2%	38%
PRIOR COLLEGE EXPERIENCE			
None	28%	25%	72%
Continuing/Returning HFCC Student	70%	73%	28%
New Transfer Student	2%	2%	<1%

	All Students Credit & Non-Credit	Credit Students	Non-Credit Students
RESIDENCY			
In-District	27%	26%	32%
Out-of-District	71%	72%	63%
International/Out-of-State	2%	2%	5%
WHERE DO HFCC STUDENTS LIVE?			
Dearborn	27%	26%	32%
Detroit	19%	20%	11%
Dearborn Heights	7%	8%	10%
Taylor	4%	4%	4%
Allen Park	3%	3%	4%
Westland	3%	3%	5%
Lincoln Park	3%	3%	1%
Wyandotte	2%	2%	2%
Southgate	2%	2%	2%
Redford	2%	2%	2%
Brownstown	2%	2%	1%
Inkster	2%	2%	1%
Trenton	2%	2%	2%
Livonia	2%	1%	2%
Canton	1%	1%	2%
Romulus	1%	1%	1%
Riverview	1%	1%	2%
Garden City	1%	1%	1%
Other/Unknown	16%	16%	15%

Learning is the heart of our mission and is central to all we do as a college — learning for students, learning for faculty and staff, as well as learning for the community. It is incumbent upon us to ensure the primacy of learning in planning directions and setting priorities for the future. With this as a premise, the goals within the HFCC Strategic Plan have been organized around the primary and overarching focus on learning. The strategic goals form the foundation and supporting processes for learning.

The Learning Organization

- Expand Access
- Promote Excellence in Teaching and Learning
- Encourage Diversity
- Enhance Student Support Services
- Develop Collaborative Relationships

- Expand the Use of Technology
- Ensure the Development and Management of the College's Resources
- Contribute to the Economic Development of the Region
- Foster and Reward Innovation
- Increase Institutional Effectiveness

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Expand access to college programs and services in order to provide opportunity and increase participation in higher education.
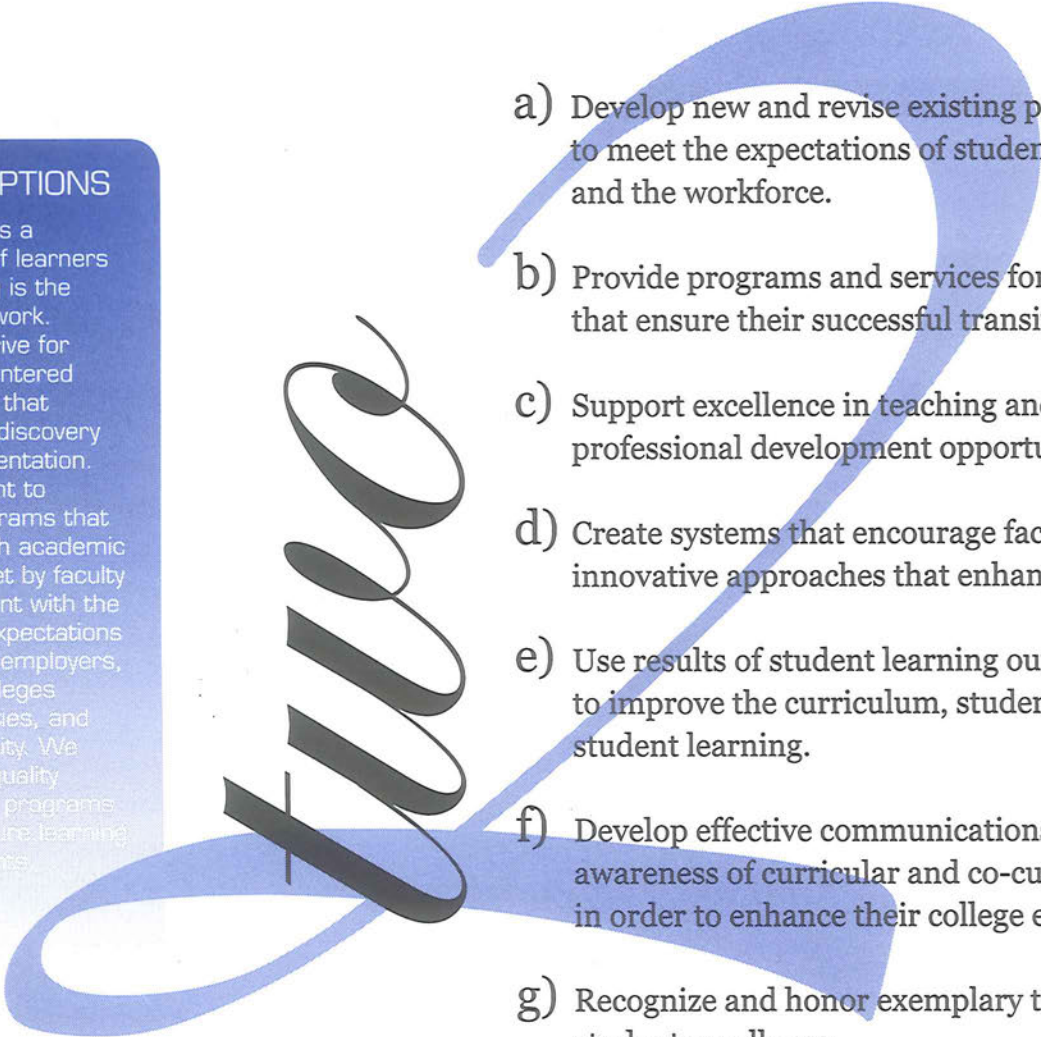
ASSUMPTIONS

The open door policy is the cornerstone to the mission of all community colleges. In order to ensure that more students have access to and participate in higher education, it is imperative that we understand the reasons that restrict students from attending. We must work to remove the barriers that prohibit student attendance and persistence by providing alternative methods of instruction and by providing appropriate and enhanced support services and programs.

a) Expand the delivery of online courses, programs, and services and ensure that all instructional and support service components are appropriately in place.

b) Establish processes to identify and address the academic, cultural, physical, and financial barriers that may inhibit access.

c) Develop and strengthen programs and services that address the needs of under-prepared students.

d) Increase marketing and communication of HFCC programs and services to our students and the community.

e) Increase the availability and awareness of scholarship and financial aid resources for students.

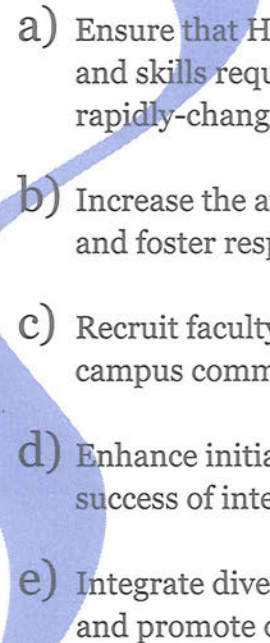# Promote excellence in teaching and learning in order to meet individual and societal goals.

a) Develop new and revise existing programs and curricula to meet the expectations of students, transfer institutions, and the workforce.

b) Provide programs and services for all incoming students that ensure their successful transition to college.

c) Support excellence in teaching and learning by expanding professional development opportunities for all employees.

d) Create systems that encourage faculty to develop and share innovative approaches that enhance teaching and learning.

e) Use results of student learning outcomes assessment to improve the curriculum, student support, and student learning.

f) Develop effective communications to increase student awareness of curricular and co-curricular opportunities in order to enhance their college experience.

g) Recognize and honor exemplary teaching and student excellence.

Encourage diversity and promote international awareness to prepare students for success in a rapidly changing, diverse and global environment.

a) Ensure that HFCC students are prepared with the knowledge and skills required to successfully live and work in a rapidly-changing, global economy.

b) Increase the awareness of the multifaceted nature of diversity and foster respect for varying cultures, customs, and traditions.

c) Recruit faculty, administrators, staff, and students to the campus community who reflect the diversity of our community.

d) Enhance initiatives that facilitate the enrollment and academic success of international and non-English speaking students.

e) Integrate diversity and global awareness into the curriculum and promote opportunities for cultural exchange.

Enhance student support services to assist students in meeting their personal and academic goals.

ASSUMPTIONS

As the characteristics of our learners change, innovative ways to facilitate student success and personal development are necessary. Support services encourage students to attend Henry Ford Community College, enable them to persist in college and make academic progress, and assist them in the successful transition to work or in meeting further educational goals. It is important to provide services that are aligned with student needs.

a) Develop and implement effective and innovative student-centered enrollment management, advising, and transition strategies to support student retention and success.

b) Increase student awareness of and access to college support services.

c) Enhance student learning by coordinating and expanding co-curricular activities and programs.

d) Examine the relationship between student services and college student learning outcomes and coordinate with existing assessment and evaluation processes.

e) Develop campus spaces that will facilitate student learning and community access.

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Develop new and strengthen existing collaborative relationships that benefit the College and its constituents.

ASSUMPTIONS

The College relies on key constituent groups to assist us in accomplishing our mission. It is imperative that we strengthen our internal as well as external relationships and that we assist our students in becoming full participants and partners in the world and community in which they work and live.

a) Develop internal partnerships across the organization to facilitate student learning, retention, and satisfaction.

b) Create and expand community and international partnerships and collaborations with business, governmental, non-profit, and educational institutions.

c) Expand HFCC constituent representation in community, professional, and other organizations.

d) Increase student and employee participation in the democratic process, service learning, and community service.

e) Increase collaboration with K-12 and four-year colleges and universities in order to create a seamless educational pathway.

HENRY FORD COMMUNITY COLLEGE STRATEGIC PLAN 2007 - 2010

Expand the use of technology to provide access to information, support communication, and enhance learning.

ASSUMPTIONS

Technology is changing at an increasingly rapid pace. It is crucial for the College to maintain pace with these changes in order for our students to be adequately trained and in order for our institution to be effective and efficient. It is imperative that we continuously evaluate our technologies and ensure that we are using them in the classroom to enhance student learning, and that they provide appropriate administrative support.

a) Enhance communication among departments responsible for academic and administrative technology in order to facilitate innovation and ensure the efficient use of technology related resources.

b) Improve technology support for students, faculty, and staff.

c) Develop and deliver technology training based on the assessed needs of students, faculty, and staff.

d) Integrate appropriate multimedia technology into classrooms and laboratories in order to develop and distribute high-quality instructional content.

e) Continuously evaluate new and existing technologies and make enhancements that increase effectiveness.

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Ensure the development and management of the College's resources in order to serve as good stewards of the public trust.

a) Develop and evaluate strategies that will enhance existing and generate new revenue sources for the College.

b) Ensure that the use of all College funds is efficient, effective, and in accordance with the mission and goals of the College.

c) Implement and evaluate programs and initiatives that enhance the morale, development, and retention of the College's human resources.

d) Ensure that the College's physical facilities, equipment, and technological infrastructure support fulfillment of the College's mission.

e) Enhance current and develop new relationships with the communities the College serves.

f) Promote sustainability and environmentally sound policy in campus resource planning.

ASSUMPTIONS

Nationwide, as funding for higher education declines, colleges are increasingly called upon to ensure they are acting as responsible agents of public resources. As a public entity we must manage our resources in deliberate, coordinated, prioritized ways and ensure that they are used effectively and are in accordance with our mission.

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Provide academic programs and specialized training opportunities in order to contribute to the economic development of the region.

ASSUMPTIONS

The College serves a critical role in the economic development of the region. Whether through degree programs or specialized training, meeting the demand of the workforce is critical to our success. Scanning our environment to evaluate potential opportunities for new curricula and programming ensures our future as an economic catalyst for our region.

a) Serve as a catalyst for economic growth through environmental scanning, research, and program development that prepares students for emerging career opportunities.

b) Increase the use of forecasting information to create and enhance curricula and programs.

c) Create and improve partnerships with private and public entities to establish HFCC as a premier educational resource for economic development.

d) Link curriculum and academic programming to economic development.

e) Advise and inform students so they can make informed academic choices that are aligned with their career goals.

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Foster and reward innovation in order to position the College as a premier learning organization of the future.

a) Develop mechanisms to communicate and recognize innovation throughout the College.

b) Increase the awareness of grant opportunities available to fund innovative ideas and projects.

c) Create a mechanism to reward innovative ideas, projects, and programs that result in increased efficiencies.

d) Establish processes that encourage faculty and staff to pursue innovative projects and programs.

e) Engage in innovative programs that partner the College with the community.

ASSUMPTIONS

As competition increases and colleges are called upon to do more with less, it is imperative that we, through the process of discovery and experimentation, create new methods and paradigms to accomplish our goals. Creativity and innovation are the hallmarks of a great institution. It is vital to our future success that innovation is recognized and cultivated.

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Increase institutional effectiveness in order to enhance the College's ability to fulfill its mission.

a) Continuously assess and evaluate programs and services and use results to make improvements in programs and services.

b) Improve the processes for gathering, accessing, and using accurate information for planning and decision-making.

c) Pursue the development and effective use of College employees' talents, knowledge, and skills.

d) Improve processes for the communication and dissemination of information, both internal and external, to the college.

e) Create strategic, operational, facilities, technology, financial, and campaign planning processes and systems that align the College's resources with its goals and mission.

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