STRATEGIC OVERVIEW

Mission: The mission of Olive-Harvey College is to develop a diverse community of cultural and civic leaders, and to advance progressive global citizenship through academic excellence, work-based learning, and comprehensive support services.

Cultural Beliefs:

- **INCLUSIVITY:** Every community in our city deserves access to higher education and careers in a thriving city, and no institution is better positioned to connect communities to economic opportunity than the City Colleges of Chicago.
- **STUDENT-CENTERED:** Creating an exceptional student experience is at the heart of everything we do, from creating quality, relevant programs, to providing excellent customer service, to delivering unique opportunities like work-based learning and the Star Scholarship to ensure our students reach their goals.
- **INTEGRITY:** We are accountable to our students and to each other, respectful of our resources and responsibilities, and honest in our words and actions.
- **EXCELLENCE:** We strive to be and do our best each day, and measure ourselves by how we contribute to our students’ success.
- **EQUITY AND FAIRNESS:** We treat our students, faculty, and staff fairly and face any gaps in equity head on.

Core Values:

- We believe that learning has the power to change lives.
- We value the diversity of people and perspectives.
- We prize excellence in instruction aimed at increasing student learning.
- We believe instruction should be relevant, current, and designed to allow students to compete in a global economy.
- We believe that instruction should prepare students to participate in society as responsible citizens and consumers.
- We believe our education programs should be accessible and affordable.
HISTORY AND PROMISE

Founded in 1950, Olive-Harvey College (OHC) began as two colleges, Fenger and Southeast Junior Colleges. In 1970, the two colleges merged and were renamed Olive-Harvey College (OHC) in honor of PFC Milton Lee Olive III and Carmel Bernon Harvey, Jr., two Chicago natives who lost their lives in the Vietnam War. Nestled in the Pullman neighborhood, OHC serves approximately 5,000 students annually. OHC’s new 103,000 square foot Transportation, Distribution & Logistics (TDL) facility is the first-of-its-kind in Illinois, preparing students with hands-on training utilizing cutting-edge equipment in the fields of supply chain management, aviation, automotive and more. OHC promises to continue the tradition of disseminating knowledge and developing the leaders of tomorrow.

Over the past five years, Olive-Harvey College has made significant progress in increasing degree and certificate completion. Full-time, first-time graduation rates with 150% completion time increased from 9% in 2014 to 24% in 2018. In FY 2018, the credit student fall to spring retention rate increased by 10 percentage points from 56% in FY 2017 to 66% in FY 2018. Olive-Harvey College’s transfer rate has also increased. In 2018, 50% of graduates transferred to a 4-year institution within two years of completion—an achievement we attribute to our strong partnerships with universities across the state and nationwide.

CALL TO ACTION

Building on that momentum, OHC looks to continue processes with proven successes while implementing new initiatives that will yield favorable outcomes. Instructional areas such as Early College, TDL, and Continuing Education have the most significant opportunity for growth by launching new training opportunities, employing innovative learning models, and increasing market share to develop a diverse community. The SEM Plan supports recruitment and retention efforts by incorporating academic and student development strategies to support students’ success and persistence. Our
OLIVE-HARVEY COLLEGE: STRATEGIC ENROLLMENT PLAN

unwavering dedication to achieving equity by focusing on pivotal stages within the student lifecycle to enhance the students’ experience will help OHC realize a goal of 9% enrollment growth from FY2020 to FY2022.

CONTEXT AND EVIDENCE

URGENCY. The discouraging trend of declining enrollment has a direct correlation to an aging population, high school dropout rates, and economic recovery. The downward trajectory in OHC’s enrollment led to a sharpened focus on innovative and effective ways to increase enrollment, retention and completion. Our established focus areas, strategies and tactical initiatives will enable the college to stabilize enrollment and subsequently return to growth. To accomplish growth in enrollment, OHC identified the external forces that are stagnating progress within the institution.

ENVIRONMENTAL SCAN

POPULATION SHIFT. The key finding in OHC’s recent Northern Illinois University (NIU) environmental scan revealed that the OHC service area is experiencing 1) aging population, 2) racial demographic shift, and 3) a Chicago to Indiana migration. OHC will make changes to address the findings with enrollment and community engagement.

POVERTY. The data suggests that 91% of residents, between the ages of 3-17, residing in the OHC service area are low-income students as defined by the Illinois State College Board. As an open-access institution, OHC can provide Chicago residents with the opportunity to change their socioeconomic situation by increasing their earning potential through credential attainment. Providing equal access to higher education ensures that low-income citizens will have a chance to compete in the job market.
COLLEGE-READINESS. According to the NIU environmental scan, 49% of elementary and secondary institutions in OHC’s service area rate as lower and under performing schools. OHC’s analysis of incoming freshmen for the last two fall starts revealed that an average of 62% of students’ English placement scores are below college level. Considering the remedial population consists of more than half of OHC’s incoming freshmen, it is imperative that OHC develop a remediation initiative.

ORGANIZATIONAL STRUCTURE

In 2019, Olive-Harvey College developed a cross-departmental, shared governance committee to create a framework for OHC’s new strategic planning process. Upon completion of the OHC planning framework, a new committee emerged entitled the Strategic Enrollment Steering Committee. The committee encompasses representatives from various areas of the College: instructional, financial, and student service, with supportive guidance from faculty. All areas worked diligently and collaboratively to develop a plan that aligned with the College’s mission and supported the strategic plan’s goals and pillars.

Implementing a culture of planning is crucial, particularly as we look to grow and offer new, dynamic programs. The successful implementation of Olive-Harvey College’s plan will require organization and accountability in addition to commitment and effort. The SEM Steering Committee, with the assistance of four subcommittees (Recruitment, Retention, ILEA and Marketing), will manage the strategic goals of the plan. These subcommittees will bring faculty, staff and students together to identify key opportunities for the implementation of goals, as well as serve as liaisons to their departments.
Olive-Harvey's 2019 Strategic Enrollment Plan principles encompass a four-pillar framework, identified in the Strategic Plan, to drive student success outcomes: Access, Momentum, Mobility, and Completion. Olive-Harvey College’s SEM Plan focuses on marketing, recruitment, retention, academic quality, and completion. The respective committees’ objectives are to track the initiatives and measure the success and/or failure of each strategy while ensuring budget alignment, return on institutional investment, and prioritization of short and long-term goals. The Office of Strategic Initiatives has implemented the use of a Key Performance Indicator dashboard and RACI (Responsible- Accountable- Consulted- Informed) chart to track the initiatives and measure success and/or failure of each strategy based on who is accountable for its implementation (Appendix A). The chart below illustrates the target projections for the key performance indicators monitored by the committees.
OLIVE-HARVEY COLLEGE: STRATEGIC ENROLLMENT PLAN

<table>
<thead>
<tr>
<th>KPI Metric</th>
<th>FY 2019 Preliminary*</th>
<th>Target</th>
<th>Target</th>
<th>Target</th>
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<tr>
<td>Total Enrollment</td>
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<td>Continuing Education Enrollment</td>
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<td>31,724</td>
<td>33,310</td>
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</tr>
</tbody>
</table>

| Fall-to-Spring Retention          | 63.5%                 | 64.0%  | 66.0%  | 68.0%  |

SEM TIMELINE

![SEM Timeline Diagram](image-url)
STRATEGIES AND AREAS OF FOCUS

ACCESS FOCUS: RECRUITMENT AND OUTREACH

GOAL: Fostering Enrollment Pipelines

STRATEGIES:
1. Create a recruitment blueprint to expand market share
2. Develop articulation infrastructure to expedite degree completion
3. Provide convenient modes of instruction for employers seeking continuous learning and upskilling of current employees
4. Diversify course offerings to facilitate internal pipeline growth

MOMENTUM FOCUS: ACADEMIC EXCELLENCE

GOAL: Enhancing Teaching and Learning through Collaboration

STRATEGIES:
1. 21st Century curriculum development and redesign to ensure high quality and modernity, with future growth in mind to attract new and returning students
2. Enhance supportive instructional services to students and faculty
3. Develop predictive scheduling model

MOBILITY FOCUS: INDUSTRY ALIGNMENT

GOAL: Creating In Demand and Relevant Program Offerings

STRATEGIES:
1. Align programs with workforce demands, student needs for transfer and employment opportunities
2. Explore innovative ways to deliver programs and courses that maximize space, student accessibility and time-to-delivery
3. Maximize exposure of Center of Excellence as the TDL educational and career training hub

COMPLETION FOCUS: HOLISTIC STUDENT SUPPORT
OLIVE-HARVEY COLLEGE: STRATEGIC ENROLLMENT PLAN

GOAL: Achieve equity through intentional redesign of the student experience

STRATEGIES:
1. Improve student readiness to foster student success
2. Create a student transition model
3. Launch First Year Experience

ACCESS FOCUS: RECRUITMENT AND OUTREACH

STRATEGIC OBJECTIVE 1: Create a recruitment blueprint to expand market share

The development of a recruitment plan will include the following: expand marketing in and engagement of the Southeast side of Chicago, increase multilingual documents that reach Spanish-speaking populations, and create a robust campus visit program that highlights all areas of the college and recruits for total enrollment.

With a goal to be a Hispanic Serving Institution, it will be important for OHC to recruit new students of Latinx backgrounds, as well as retain and support current Latinx students through goal completion. Creating a space that is inclusive and welcoming to students of various Latinx backgrounds will be collaborative with faculty, staff, students and the community.

STRATEGIC OBJECTIVE 2: Develop articulation infrastructure to expedite degree completion

In collaboration with Chicago Public Schools (CPS), OHC will develop a 2 + 2 articulation agreement in Diesel Technology. This agreement will create a seamless pipeline of opportunities for youth to work with innovative technology in the TDL Center, which will enhance the talent pipeline and diversity in the industry.

OHC will also enhance programmatic offerings in Supply Chain Management and Logistics and Automotive Technology with Chicago State University and Southern Illinois University, respectively. Chicago State University’s Bachelor of Arts in Supply Chain Management (Business) and Southern Illinois University’s Bachelor of Arts in Automotive Technology 2 + 2 articulation agreements afford additional avenues for advancement in the supply chain and automotive fields, which has a projected job market growth of 5 percent from 2018 to 2028.

The 2+2 articulation agreement for CSU’s Bachelor of Arts in Supply Chain Management (Business) will begin in the spring of 2020, and SIU’s articulation agreement in Automotive Technology is slated for 2022. Capitalizing on the CSU partnership, OHC began discussions on developing 2 + 2 articulation agreements to create a seamless path for OHC students completing the A.A.S. in Early Childhood Education. This will enable students to transfer to CSU’s Early Childhood-Primary and Bilingual Education Program with as many applicable credits as possible.

STRATEGIC OBJECTIVE 3: Provide convenient modes of instruction for employers seeking continuous learning and upskilling of incumbent employees
OLIVE-HARVEY COLLEGE: STRATEGIC ENROLLMENT PLAN

Olive-Harvey College was awarded a Workforce Equity Grant through the Illinois Community College Board (ICCB). The one-year, $1.5 million grant focuses on improving workforce equity in at-risk communities; as well as creating, supporting, and expanding short-term workforce training opportunities (both credit and/or noncredit) in high-need communities focused on specific sectors with identified workforce gaps. Olive-Harvey College plans to engage five new relationships yearly, working with companies looking to develop their current workforce for job-specific credentialing programs, and we will engage in five new relationships yearly to offer onsite trainings. The enrollment will be wide-ranging and include short-term credit and continuing education trainings in the Career Program and Continuing Education Department.

STRATEGIC OBJECTIVE 4: Diversify course offerings to facilitate internal pipeline growth

OHC will continue to increase Early College locations by 50% to include charter schools and parochial schools over the next three years to capitalize on this momentum. Program offerings will include general education course offerings, basic certificates in career programs, and college readiness courses. Additionally, the Adult Education Department recently held community roundtables with community-based organizations (CBOs) to understand their needs. Based on the feedback, the Adult Education Department created diverse course schedule times, which began in the fall of 2019, and will create three new Bridge programs with career certificates and college programs over the next three years.

MOMENTUM FOCUS: ACADEMIC EXCELLENCE

STRATEGIC OBJECTIVE 1: 21st Century curriculum development and redesign to ensure high-quality and modernity, with future growth in mind to attract new and returning students

OHC’s 21st Century Curriculum Redesign will focus on implementing one-year associate degrees, new Criminal Justice and Child Development Basic Certificates, hybrid courses, virtual classrooms, and 8-week mini-sessions courses to garner new enrollment and continued momentum by offering dynamic learning experiences.

STRATEGIC OBJECTIVE 2: Enhance supportive instructional services to students and faculty

Leveraging technological capabilities, OHC is streamlining the process for course directives, course substitutes, and grade changes by converting student-facing forms to electronic documents. This conversion will create a seamless workflow, expediting processing times.

STRATEGIC OBJECTIVE 3: Develop predictive scheduling model

Utilizing predictive analytics, OHC will establish a collaborative, proactive course-scheduling model correlating students’ program course requirement needs with upcoming course offerings to eliminate the need to attend another CCC to meet degree requirements.
OLIVE-HARVEY COLLEGE: STRATEGIC ENROLLMENT PLAN

MOBILITY FOCUS: INDUSTRY ALIGNMENT

STRATEGIC OBJECTIVE 1: Align programs with workforce demands, student needs for transfer, and employment opportunities

With Illinois’ approved state Cannabis Law taking effect on January 1, 2020, Olive-Harvey saw an opportunity to engage its community in economic growth through education. In Spring 2020, Olive-Harvey College plans to offer a Dispensary Operations Basic Certificate, pending approvals. The Dispensary Operations Basic Certificate will ensure that students who are interested in working in the cannabis space have the requisite skills to secure employment in multiple roles within a dispensary. Olive-Harvey’s Cannabis Advisory Council will collaborate with both non-profit organizations and business partners to ensure our curriculum and education prepare students to meet employers’ needs. As the industry evolves and shipment becomes a priority, OHC plans to develop a transportation-based certificate within the Supply Chain Management Degree.

STRATEGIC OBJECTIVE 2: Explore innovative ways to deliver programs and courses that maximize space, student accessibility and time-to-delivery

Over the next three years, the Career Program and Continuing Education (CPCE) team are projected to grow total enrollment of the TDL area by offering specialty certificates in automotive, aviation, and diesel technology programs with industry partners. CPCE plans to launch the Logistics on the Move RV program, which is our technology-based classroom on wheels equipped with satellite internet, and a SMART Board providing students with convenience and access. Additionally, CPCE will offer solar panel installation and drone pilot training. Upon completion of OHC’s program, students will receive a certificate of value, which will directly contribute to reducing the shortage of workers leaving and retiring from TDL fields, while providing exposure and opportunities for underserved and underrepresented populations.

STRATEGIC OBJECTIVE 3: Maximize exposure of Center of Excellence as the TDL educational and career training hub

Olive-Harvey College’s Center of Excellence highlights areas of road, air and rail, as well as focuses on areas of distribution and warehouse management. The TDL facility has opened its doors to offer both credit and continuing education courses designed to produce the highly-skilled professionals needed to meet future industry demand. In addition to meeting the educational needs of South Side residents, the new building is also available to host industry speakers and professional development workshops designed to create more qualified and competitive candidates for TDL jobs. The Center of Excellence enhances the student classroom experience through practical, hands-on training in areas of automotive and diesel technology, aviation, commercial driving, forklift operation and supply chain management to meet workforce demands.
COMPLETION FOCUS: HOLISTIC STUDENT SUPPORT

STRATEGIC OBJECTIVE 1: Improve student readiness to foster student success

At Olive-Harvey, 80% of students place below college-level English or math upon entering college. Our first initiative includes offering a free language arts course for students who test below the remedial education level. This initiative will provide an opportunity for students to start classes at their educational level with the intent to “level up” at no cost and at an accelerated pace. Our second initiative includes offering an English boot camp session at Early College partner high schools to increase students’ ability to take college-level coursework. Boot camps will be delivered to the cohorts with the expectation that upon completion, students will be eligible for college-level courses.

STRATEGIC OBJECTIVE 2: Create a student transition model

Olive-Harvey College will continue to implement processes and strategies to acclimate students to a collegiate environment with varied approaches to student support that include joint academic and student services programming. The programming encompasses student development, tutoring and advising for all credit students, including special populations of Early College and Gateway GED/HISET students. Newly formed student support teams propose a holistic presence and increased engagement for students in jeopardy of attrition.

STRATEGIC OBJECTIVE 3: Launch First Year Experience

Olive-Harvey College will introduce a First Year Experience (FYE) program with added support and engagement for new students. The goal of the First Year Experience Program, called Panther Tracks, will be to increase retention of first year students by 7% over the next three years. Panther Tracks includes a comprehensive onboarding process; designates a highly-trained academic advising professional to each student; offers an array of student support services; facilitates interactive and engaging activities; maintains small class sizes; and provides students with a graduation concierge to assist with the transition into the workforce or four-year college/university.

STRATEGIC OBJECTIVE 4: Removing Financial Barriers

At Olive-Harvey College, over 75% of students qualify for financial assistance for college tuition and books. The remaining 25% of students pay out-of-pocket or use a third party payment source. Financial barriers for our students include food and housing insecurity, as well as debt and lack of money, and can adversely affect student success in college. The implementation of a Money Management Center managed by the Office of Financial Aid and Business Office aims to reduce financial barriers for prospective, new and current students by helping provide financial literacy information for our students. The Center will execute initiatives with city and state agencies, provide financial literacy programs, and offer third-party financial resource partnerships for tuition payment options. The space will be located in the community resource room on campus as an open access resource for students and community members.
OLIVE-HARVEY COLLEGE: STRATEGIC ENROLLMENT PLAN

Textbook and material costs for college coursework are often staggeringly high and frequently blindside students who are least able to afford them; students may be faced with the choice of purchasing food or purchasing textbooks. The Office of Instruction will work with IT to create an Open Education Resource website that provides easy access to faculty to explore, review and adopt Open Education Resource materials for their courses during the textbook adoption period (OpenStax, for example).