

HutchCC Strategic Plan – updated June 2026. Updated semi-annually.

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Message from the President
Dr. Tricia Paramore

I am pleased to share Hutchinson Community College's Strategic Plan. This plan is the culmination of hundreds of hours of hard work by numerous committees and departments throughout the institution. The driving force behind the Plan is the desire of the College community to move the organization forward to the benefit of our students and outside constituent groups. The current Plan is a continuation and extension of previous Hutchinson Community College Strategic Plans, which focused on Learning, Access and Collaboration and specifically Student Engagement. The overarching themes of the current Strategic Plan are to positively impact student persistence, enrollment, retention, and/or completion.

As a previous strategic plan came to completion in 2014 - 2015, it was the desire of the College community to engage in a collaborative process that integrated a systematic and systemic process into the culture of Hutchinson Community College. Our model uses current processes, committees and structures to accomplish the planning in an organic manner that is sustainable long-term and will lead to a continuous improvement mind-set. The College community wanted the process to be an extension of the committee and department structure, not an ad hoc process that is a one-time event, but rather a continuous cycle of plan-do-check-act.

To facilitate this embedded model and enhance the process, a joint team of the Institution Wide Council, President's Council and the Hutchinson Community College Coordinator of Higher Learning Commission formed the Strategic Planning Steering Team. This established a 16-person group that had cross sectional input through the committee structure and fiscal and operational authority through the divisional structure. This integrated team provides needed input into the planning process and has the authority to propose any necessary increase in funding or reallocation of budget authority.

The first step, after the establishment of the overarching themes (student persistence, enrollment, retention, and/or completion), was to ask each committee and department to suggest strategic action projects to operationalize the Plan. Fifteen original projects were suggested and, due

to similarities in projects, the original list was reduced to seven by combining projects with a high level of commonality. These seven action projects were then evaluated against a rubric that was developed and agreed upon by the Strategic Planning Steering Team.

The action projects outlined in the 2016 - 2020 strategic plan had the highest scores on the rubric. Along with evaluating the action projects, each project was assigned an advocate to guide and usher the groups working on the project. This assured responsibility for moving projects forward. As we proceed with implementation of action projects, the College community receives monthly updates on project progress.

Current action projects are in different phases of development and implementation. This document is an attempt to communicate and document the work.

A significant cross-section of the College has been involved in the development of action projects in support of the overarching Strategic Planning themes to positively impact student persistence, enrollment, retention, and/or completion. The involvement of so many individuals from different areas of the College provides the necessary momentum to keep the strategic planning process moving forward at Hutchinson Community College. Also, with our commitment to a continuous improvement model, as opposed to a static one-time strategic planning event, we will be able to employ the plan-do-check-act cycle with not only action projects, but the strategic planning process itself. Self-reflection in the process helps improve the planning process, shape the culture, and drive Hutchinson Community College forward in serving students and fulfilling our mission and vision in the future.

Dr. Tricia Paramore President
Hutchinson Community College

Mission, Vision and Core Values

Mission Statement

Expanding the tradition of excellence through learning and collaboration.

Vision Statement

Hutchinson Community College will be the premier, two-year educational institution in Kansas, delivering accessible opportunities for learning, growth and improved quality of life.

Core Values

Teaching and Learning – HutchCC empowers students and other stakeholders to develop abilities, talents, and skills while assessing outcomes, celebrating achievements, and encouraging lifelong learning.

Integrity– HutchCC contributes to the public good by treating people and organizations with civility and respect, and by demonstrating responsible institutional citizenship through engagement with state and local policymakers.

Service and Collaboration – HutchCC provides a dynamic environment of active internal and external partnerships embracing the potential for innovation.

Tradition and Responsiveness – HutchCC respects tradition while examining future-focused trends to predict how conditions will change, and then innovates to meet the mission-driven needs of our students and stakeholders.

Leadership and Stewardship – HutchCC fosters the development of and provides opportunities for leadership within the institution and community while undertaking responsible management of resources.

Why Strategic Planning and Continuous Improvement Matter

Strategic Planning and Continuous Improvement at Hutchinson Community College (HutchCC) focus on student engagement and success and are aligned with the expectations of the Higher Learning Commission (HLC) and other best practices.

HutchCC will continue its commitment to initiatives that are proven to ensure student success, as defined by persistence, enrollment, retention, and completion (PERC Initiatives).

The College completed the HLC Academy for Persistence and Retention to develop a systemic approach to and institutionalization of strategic planning efforts.

The Strategic Planning Steering Team developed a measurement/ analysis tool to ensure initiatives are evaluated and continuously monitored for success.

Strategic Planning guides HutchCC as we fulfill our mission, empower students, develop abilities, talents, and skills, celebrate achievements, and encourage lifelong learning.

Strategic Planning Process 2015 - Present

While the 2015 - 2016 Strategic Plan focused on student engagement, HutchCC also targeted persistence, enrollment, retention, and completion (PERC). After meeting with various campus groups including committee leadership, department chairs and coordinators, Representative Assembly, faculty, and staff, a new Strategic Planning Steering Team and plan were developed. The new plan included the merging of President's Council, HLC Coordinator, Institution-Wide Council, and later the Strategic Planning Project Manager, to broaden strategic planning efforts.

The new Strategic Planning Steering Team developed a planning model tied to budget development and a timeline for identifying initiatives starting in 2015. The updated strategic planning model utilizes existing teams/councils to make strategic planning an integral part of College culture and processes. The intended impact of the updated strategic planning initiative on the institution is to better use resources (analytic, financial, human, facilities, technology, and equipment/materials) within strategic planning processes.

The Strategic Planning Steering Team requested all committees, departments, and divisions submit strategic planning goals and action projects to support the strategic planning initiative by November 2015. Fifteen action projects were submitted and the Team noted that some projects complemented each other. The Steering Team asked groups who submitted those projects to combine them into a single action project. After complementary projects were combined, the Team rankordered seven Action Projects.

Action projects were deliberated using a rubric with eight categories including return-on-investment, feasibility, sustainability, size of impact, urgency, acceptability, measurability, and improved data referencing. Measures were related specifically to the strategic goal. After multiple ranking meetings, four action projects with institution-wide impact and multi-year timelines topped the list with similar scores.

The Team believed that all projects were valuable and could carry forward if not selected as part of the strategic plan that year. The Team selected all four action projects for 2015 - 2016 and determined a completion timeline for projects with the understanding that no new action projects would be adopted until 2017 - 2018.

As existing projects approached completion and resources became available, the team solicited additional project proposals in Fall 2017. Six proposals were submitted and reviewed using the rubric. After multiple ranking meetings and reviewing available resources, two projects were selected to begin Fall 2018. As those projects became a part of normal operations, new projects were solicited to begin in Fall 2021. From that round of proposals, four new projects were selected. As those projects were completed, new proposals were called for in Fall of 2023. Four proposals were submitted and two new projects were selected. As those projects became a part of normal operations, new projects were solicited to in Fall 2025. Two proposals were submitted, and both projects were selected by the Steering Team.

This cycle of project proposal submission, selection, and completion will continue as current projects and initiatives become part of the daily culture at Hutchinson Community College.

Strategic Priorities, Goals, And Objectives

Project One: Blue X

This project aims to create a student-centric, human-centric user experience by building out DragonZone, implementing a document management system, and replacing the Student Information System (SIS) with a modern, scalable, sustainable SIS to advance HutchCC into the future. Projected completion date Spring 2026.

Goal One

Replace the existing SIS (POISE/PX) with a modern, scalable SIS. (PERC Initiative: Persistence, Enrollment, Retention, Completion)

Objectives:

1.1 Following the HutchCC software acquisition procedure (Ref #1056), select a Student Information System to replace the current legacy system. (status: completed Spring 2024)

1.2 Review current processes to identify areas for modernization and automation. (status: in progress)

1.3 Pre-deployment tasks. (status: in progress)

1.4 Migration of data. Ensure the preservation of historical data. (status: in progress)

1.5 Deploy the SIS. (status: in progress)

Goal Two

Replace the existing Document Management System (Rapid Image). (PERC Initiative: Persistence, Enrollment, Retention, Completion)

Objectives:

2.1 Following the HutchCC software acquisition procedure (Ref #1056), select a Document Management System for secure upload, document retention, workflows, and automations. (status: completed Spring 2025)

2.2 Review current secure upload and document retention processes to identify areas for modernization and automation. (status: in progress)

2.3 Pre-deployment tasks. (status: completed Spring 2026)

2.4 Deploy the Document Management System. (status: in progress)

Goal Three

Enhance Access Management and Integration (PERC Initiative: Persistence, Enrollment, Retention, Completion)

Objectives:

3.1 Develop an Active Directory account retention policy and automation. (status: in progress)

3.2 Ready J1 integrations. (status: in progress)

Project Two: College Registration

Prior to the ubiquity of technology in the provision of student services, college registration involved face-to-face contact, long lines, and paper and pencil processes. Students selected courses from a course catalog, enrolled, and either applied for aid, paid for courses, or made payment arrangements as part of the registration process.

As technology has advanced, colleges have adapted and attempted to reduce barriers to enrollment and registration. One of the most significant access barriers to enrollment, retention, and completion, is cost, particularly for first generation students and others who might be unaware of resources available to finance their college education. At Hutchinson Community College (HutchCC), one such technological innovation that reduced the initial barrier to entry was electronic intent. This process, first introduced in the early 2000s, afforded students the opportunity to enroll, log into their student portal, and self-certify their schedule and commit to the financial obligation associated with their schedule – no lines, no payment up front. In essence, students electronically sign a "contract" agreeing to make arrangements to pay for their courses. Doing so provides the college with a commitment from the student. Historically, this has been considered the registration process.

This project aims to evaluate the current college registration process (intent) and consider proactive measures to retain student enrollment, assist students in applying for available aid and scholarships, and provide financial literacy on the front end of the enrollment process. Projected completion date to be determined. Project temporarily paused, awaiting implementation of new SIS.

Goal One

Establish clearly defined steps involved in student registration and timely communication at each step (i.e. student "touch points").

Objectives:

1.1 Create purposeful, automated message(s) triggered by student enrollment to guide students through the student registration process (e.g. payment, textbooks, parking permit, photo ID, etc.). (status: not started)

1.2 Create a DragonZone intercept to record student intent for payment. security (status: not started)

1.3 In collaboration with impacted departments, use innovative tools to develop and manage departmental processes for guiding students

through their selected form of payment (e.g. payment plan, federal financial aid, scholarships). (status: not started)

Goal Two

Collaborate with IT to develop a "rolling" drop system based upon course start date and refund date.

Objectives:

2.1 Establish a transparent, purposeful communication plan for student drop procedures that creates an informed consumer. (status: not started)

2.2 Program the system to drop students who have not completed key milestones of student registration (e.g. – have not selected a method of payment). (status: not started)

2.3 Review HutchCC's Refund Policy to ensure alignment with a modernized student registration process. (status: not started)

Goal Three

Implement changes to the student registration process and train campus groups.

Objectives:

3.1 Create empowered students by educating them through easily accessible online videos on completing the registration process (next steps after enrollment). (status: not started)

3.2. Create empowered employees by educating them through Bridge training modules on completing the registration process (e.g. – advisors, Business Office staff, Financial Aid staff, etc.). (status: not started)

3.3 Evaluate student enrollment and retention data comparing current processes (intent) and the new student registration process. (status: not started)

3.4 Review new student registration process and make changes, as necessary. (status: not started)

Project Three: The Blue Dragon Employee Experience Enhanced!

The proposed project focuses on creating a comprehensive and standardized framework for onboarding and offboarding employees at Hutchinson Community College.

The goal is to strengthen the employee lifecycle by ensuring that every new hire is welcomed, equipped, and engaged from day one, and that every departing employee leaves with professionalism, respect, and knowledge transfer that benefits the institution. This initiative will establish consistent processes, resources, and tools that align with all HutchCC's values: teaching and learning, integrity, service and collaboration, tradition and responsiveness, and leadership and stewardship. Projected completion date: Spring 2029.

Goal One

PREBOARDING and ONBOARDING FOCUS

Objectives:

1.1 Create a welcome packet for all newly hired staff to be sent with a note from the President welcoming them to Hutchinson Community College, a short guide to Blue Dragon culture, history, and our values. (status: not started)

1.2 Create a tool for hiring managers, directors, HR, and VPs to track/confirm all required systems, access, and other items are ready to welcome the new employee before or by Day 1. (status: not started)

1.3 Develop & implement Day number 1 Welcome with selected Departments Participating (HR, Home Department, IT, Marketing, etc.) (status: not started)

1.4 Develop & implement a 90-Day Onboarding Roadmap with structured milestones. (i.e., on day 1, 30, 45, 60, and 90) (status: not started)

1.5 Create a peer mentorship program for non-performance-based knowledge sharing, cross-departmental relationship building, and a warm welcome. (status: not started)

1.6 Host a quarterly New Hire Orientation with Senior Leadership Participation. (status: not started)

1.7 Host a monthly employee benefit meeting for all newly hired staff. (status: not started)

1.8 Create and implement a new supervisor training schedule to introduce/refine skills, tools, and knowledge necessary to effectively lead teams and manage compliance. (status: not started)

Goal Two

CURRENT STAFF

Objectives:

2.1 Develop and implement a Stay Interview Tool to be used for employees within their 18th- 24th month with HutchCC (status: not started)

2.2 Create and implement a Stay Interview Tool to be used for employees post 24 months with HutchCC (status: not started)

2.3 Create a communication calendar that includes ongoing communications that both inform newer staff and/or remind veteran staff of all things HutchCC. (status: not started)

2.4 Develop “Reboarding//refresh” programming to review benefits, policies, programs, resources, etc. (status: not started)

2.5 Review current recognition programming with the focus being on relevance, excitement, inclusion, and fun. (status: not started)

2.6 Review current employee event/activity and benefit programming to look for opportunities to create additional value, reduce costs, or invest in more relevant opportunities, excitement, and a sense of pride. (status: not started)

2.7 Create a Position Description/Job Description review timeline for all HutchCC positions to ensure information is up to date and relevant on an ongoing basis, rather than only when employees leave the position. (status: not started)

Goal Three

OFFBOARDING

Objectives:

3.1 Formalized offboarding through the development and implementation of offboarding checklists (HR, Payroll, Benefits, IT, Facilities, etc.) (status: not started)

3.2 Create and introduce a knowledge transfer template for departmental staff to retain knowledge. (status: not started)

3.3 Schedule hand-off meetings between exiting staff, supervisors, and replacements. (status: not started)

Project Four: Career Readiness Integration

Integrate career readiness across the curriculum at Hutchinson Community College to ensure students possess the skills and experiences necessary for success in the workforce. Projected completion date: Summer 2028.

Goal One

Integrate Career Readiness Across the Curriculum

Objectives:

1.1 Identify and adopt a career readiness framework (e.g., NACE Career Competencies: Career & Self-Development, Communication, Critical Thinking, Equity and Inclusion, Leadership, Professionalism, Teamwork, and Technology) as the institutional standard. (status: completed Spring 2026)

1.2 Provide faculty professional learning workshops on integrating career readiness into existing courses. (status: in progress)

1.3 Pilot career readiness in volunteer courses and integrate appropriate activities (e.g., mock interviews, résumé reviews) where feasible. (status: not started)

1.4 Collaborate with faculty to include career readiness competencies within program learning outcomes

through their selected form of payment (e.g. payment plan, federal financial aid, scholarships). (status: not started)

Goal Two

Strengthen Career Services Visibility and Access

Objectives:

2.1 Maintain a “Career Services” webpage with resources and job postings accessible to all students. (status: in progress)

2.2 Continue an awareness campaign through avenues such as social media, email and faculty announcements to promote career services to all students. (status: in progress)

2.3 Continue classroom presentations on career readiness areas such as career focused resumes, job search strategies, and interview preparation. (status: in progress)

2.4 Track student engagement with career services through individual contacts, class presentations, and presentation survey data(status: in progress)

Goal Three

Expand Experiential Learning Opportunities

Objectives:

3.1 Develop partnerships with local employers for internships, apprenticeships, job shadowing, and other career-related projects (status: in progress)
3.2. Provide faculty professional learning workshops on embedding experiential learning into coursework (status: not started)

Glossary of Terms

Accountability: Held responsible for and providing evidence of student learning/achievement and sound fiscal organizational management

Action Plans: Specific, detailed actions and activities, budgets and timelines to accomplish strategy

Action Steps: Ways to implement a strategy to reach an outcome or goal

Advisory Board: Representative group of individuals whose experience and expertise in a specific technical program area have an interest in promoting education

Advocate: Person responsible for shepherding an Action Plan to completion or goal accomplishment

Assessment: Methods used to collect evidence of what a student knows or is able to do

Benchmarking: Comparing the performance of an institution against that of other institutions

Best Practice: Generally agreed upon processes, derived from experienced experts, used to increase the likelihood of success

Completion: Associate degree or certificate awarded at 100%, 150%, and 200% of program length in time

Decision-Making Process: Procedures used to come to a final determination

Demographic Data: Statistics of human populations including size, distribution, diseases, births and deaths

Empowerment: To delegate power or authority to another

Enrollment: Total number of credit hours measured by comparison to previous comparable term

Environmental Scan: Process of taking stock by examining the institution's environment, both internal and external

Goals: An organization's desired, measurable end results related to strategic initiatives

Individual Performance Plan: An employee's goals developed for the division/ department's action plan and linked to an appropriate institutional strategic initiative

Initiatives: Broad areas identified as the focus of the strategic plan

Mission: A description of the organization's purpose and function, serving as a standard by which all strategic plan components are judged

Needs Assessment: Process of determining what elements are necessary or useful in reaching an outcome or goal

Outcome: A desired result stated in measurable terms

PERC: Acronym for persistence, enrollment, retention, and completion

Performance Measure: Standard used to measure progress toward achieving a strategic goal

Persistence: Students continued progress towards their goal(s) as measured by course completion in each enrolled semester.

Qualitative Data: Information that is expressed non-numerically, generally verbal but sometimes visual or auditory

Quantitative Data: Information that can be counted or expressed numerically

Retention: Students continued progress towards their goal(s) as measured by enrollment semester to semester sequentially (fall to spring or fall to fall) at HutchCC

Stakeholders: Anyone affected by the institution--students, parents, staff, businesses and community members

Strategic Alignment: Whereby all divisions/departments, committees, and individuals are supporting the institution's mission, vision, values, and strategic initiatives

Strategic Initiative: Major areas relating to the institution's long-term survival, value and growth that takes priority over specific individual or division/departmental goals

Strategic Plan: A long-range guide detailing specific steps that an organization takes to reach its mission

Support Services: Ancillary services and activities necessary to assure quality educational programs

SWOT Analysis: A tool for auditing an organization and its environment. It is the first stage of planning (strengths, weaknesses, opportunities, and threats)

Transfer: Transfer to a four-year school; number and percentage of students who transfer to a four-year school

Transparency: Making information about the institution open and freely available to stakeholders

Values: Priorities influencing how the organization operates

Vision: Compelling image of the desired future for the institution established by the president, supported by the Board of Trustees and staff/faculty

Steering Team Membership

Aly Spradling
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