

REQUEST FOR PROPOSALS



BRAND STUDY & STRATEGY DEVELOPMENT SERVICES FOR MCHENRY COUNTY COLLEGE

RFP# 01062011

Issue Date: December 2, 2010

RFP Response Deadline: January 6, 2011

McHenry County College
8900 US Highway 14
Crystal Lake, Illinois 60012-2761
Telephone: (815) 455-3700

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1.0 GENERAL REQUIREMENTS

1.1 Introduction: McHenry County College (hereinafter “MCC”) is inviting responsible Vendors (hereinafter “Bidder” or “Contractor”) to submit bids for Branding Services. A more complete description of the supplies and/or services sought is provided in the Bid Specifications of the RFP. If you are interested and able to meet these requirements, we would appreciate and welcome a bid. This RFP will set forth any evaluation criteria to be used in determining product or service acceptability. It may require the submission of bid samples, descriptive literature, technical data, references, licenses, or other information or material.

Unsolicited bid samples or descriptive literature however, are submitted at the vendor’s risk, may not be examined or tested, will not be deemed to vary any of the provisions of the RFP, and may not be utilized by the vendor to contest a decision or understanding with MCC.

1.2 Background: McHenry County College (MCC) is a community college offering pre-baccalaureate programs for students planning to transfer to a four-year university, occupational education leading directly to employment, adult education and literacy programs, work force and workplace development services, and support services to help students succeed. McHenry County College serves one of the fastest growing counties in Illinois. MCC is located forty-five miles northwest of downtown Chicago, the college is committed to providing high quality, need-based educational and training opportunities to adult residents of Community College District 528. Nearly 250,000 residents live within the MCC district boundaries. The college has one campus. The campus is located at 8900 U.S. Highway 14, Crystal Lake, IL 60012, with an additional corporate training facility at the Shah Center in McHenry, IL.

1.3 Contact Information/Bid Submission: The contact, identified below, is the sole point of contact regarding the RFP from the date of issuance until selection of the successful vendor.

Jennifer Jones
Director of Business Services
McHenry County College
8900 US Highway 14
Building A, Room 246
Crystal Lake, IL 60012
Email: jjones@mchenry.edu

1.4 Term of Contract: The contract between MCC and vendor will begin in February 2011 for planning and will run through September 2011, with an option to revisit a follow-up contract if needed.

1.5 Minimum Bidder Qualifications: The following minimum qualifications must be met by each bidder: The Bidder shall have had a minimum of three (3) years, previous experience and possess manpower and equipment, financial resources, and an organization as herein specified to perform the type, magnitude, and quality of work specified.

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- 1.6 Mandatory Informational Meeting:** Prospective Bidders must attend a mandatory meeting at the date and time listed under “Key Event Dates.” Questions will be permitted during the meeting; however, official answers will be deferred and submitted via addenda to all bidders attending the mandatory meeting. *This is the only time questions will be entertained.*
- 1.7 Key Event Dates:** The following dates are set forth for informational and planning purposes; however, MCC reserves the right to change the dates.

MCC Issues RFP - www.mchenry.edu/bid	December 2, 2010
Mandatory Informational Meeting	December 13, 2010, 11:00 A.M. Building A, Room 217
Addendum for Response to Questions from Mandatory Meeting - www.mchenry.edu/bid	December 16, 2010
Bid Due/Opening (Closed to the Public)	January 6, 2011, 10:00 A.M. Building A , Room 246
Reviewed by MCC Evaluation Team	January 6-7, 2011
Selected Vendors Invited to Campus	Week of January 10, 2011
Recommendation to Board of Trustees	January 27, 2011
Notification of Award	January 31, 2011
Contract Start Date	TBD by Project Manager after contract approval
Project Manager Contact	Christina Haggerty, 815-455-8727

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2.0 BID SUBMISSION

- 2.1 Examination of Solicitation Documents and Explanation to Bidders:** Bidders are responsible for examining the solicitation documents and any addenda issued to become informed as to all conditions that might in any way affect the cost or performance of any work. Failure to do so will be at the sole risk of the bidder. Should the bidder find discrepancies in or omissions from the solicitation documents, or should their intent or meaning appear unclear or ambiguous, or should any other question arise relative to the solicitation documents, the bidder shall promptly notify the Director of Business Services via email. The bidder making such request will be solely responsible for its timely receipt by the Director of Business Services. Replies to such notices may be made in the form of an addendum to the solicitation.
- 2.2 Submission:** The submission of a response shall be *prima facie* evidence that the vendor has full knowledge of the scope and nature of the project requirements. **Faxed and Email Bids ARE NOT acceptable.**
- 2.3 Interpretation or Representations:** MCC assumes no responsibility for any interpretation or representations made by any of its officers or agents unless interpretations or representations are incorporated into a formal written addendum to the solicitation.
- 2.4 Addenda:** The only method by which any requirement of this solicitation may be modified is by written addendum. All addenda to the bid document will be listed on www.mchenry.edu/bid. MCC is not responsible if a vendor does not receive the proposal revision in time to include the information with the proposal submission. Addends shall be acknowledged by signature and included with the bid submission.
- 2.5 Bid Preparation Costs:** The costs for developing and delivering responses to this RFP are entirely the responsibility of the bidder. The University is not liable for any expense incurred by the bidder in the preparation and presentation of their bid or any other costs incurred by the bidder prior to execution of a Purchase Order or Contract.
- 2.6 Cancellation of RFP:** If the Director of Business Services determines that it is in MCC's best interest, he/she reserves the right to do any of the following:
- Cancel this RFP
 - Modify this RFP in writing as needed
 - Reject any or all proposals received in bid to this RFP
- 2.7 Accuracy/ Withdrawal of Proposals Prior to Bid Opening:** Bids may be withdrawn in writing any time prior to the opening hour. However, no proposal may be withdrawn for a period of sixty (60) days subsequent to the opening of the Bid without the prior written approval of the Director of Business Services of McHenry County College.
- 2.8 Evaluation:** In evaluating the bids submitted, MCC will apply the "Best Value" standard in selecting the vendor to be awarded a contract for this project. Purchase price is not the only criteria that will be used in the evaluation process. Any award resulting from this bid will be

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made to that vendor whose offer conforms to the bid and it is determined to be the most advantageous, or “best value” to MCC, in the sole judgment of MCC. The selection process will include, but not be limited to, the following considerations:

1. The quality and range of services the firm proposes to provide.
2. Prior, equivalent work experience within higher education.
3. The ability to provide service in an expedient and efficient manner.
4. The firm’s overall experience, reputation, expertise, stability and financial responsibility.
5. The extent to which the goods or services meet MCC needs.
6. The experience and qualifications of the staff that will be assigned to service MCC’s account.
7. The provider’s ability to assist MCC in meeting the overall goals of RFP.
8. The firm/vendor locale.
9. The firm/vendor’s past relationship with MCC, if any.
10. Any other relevant factor that a business entity would consider in selecting a firm/vendor.

2.9 Award of Contract: MCC reserves the right to reject any or all prices or bids submitted, waive irregularities, and to accept that bid which is considered to be in the best interest of the College. Any such decision shall be considered final and not subject to recourse. Unless we are advised to the contrary, it is understood that the bid has been submitted in strict accordance with specifications. Any exceptions and explanations regarding the items listed should be delivered with the bid. Submit complete specifications for any substitute offered. In the event two bidders have submitted equal values for items listed, the in-district bidder will be given preference, everything else being equal.

The successful bidder will be notified within three business days by email or telephone of their award of contract following the Board of Trustees meeting. The vendor may not assign, sell, or otherwise transfer its interest in the contract award or any part thereof without written permission from MCC. This bid will be awarded in its entirety to one vendor. MCC reserves the right to make moderate quantity alterations to conform to budget limitations.

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3.0 INSTRUCTION TO BIDDERS: Read the following instructions carefully before submitting any bid. Failure to follow these instructions and the rules may result in the rejection of your bid. MCC reserves the right to reject any and all bids, to waive minor or immaterial irregularities, informalities or technicalities, to advertise for new bids, or to request confirmation or clarification from any bidder regarding a bid.

3.1 Bid Format and Content: In order for MCC to evaluate bids fairly and completely, bidders must follow the format set forth herein and must provide all of the information requested. All items identified in the following list must be addressed as concisely as possible in order for a bid to be considered complete. Failure to conform to the stated requirements may necessitate rejection of the bid.

1. **Cover Letter.** The cover letter must confirm that the **bidder understands all the terms and conditions contained in this RFP and will comply with all the provisions of this RFP** and should the contract be awarded to your company, you would be prepared to begin services upon contract approval from MCC. The cover letter must include the full contact information of the person(s) MCC shall contact regarding the bid. A bidder representative authorized to make contractual obligations must sign the cover letter. The letter must also state whether or not subcontractors will be used.
2. **Experience & Operational Plan.** Bidders must describe their capabilities to provide the services requested in this RFP by providing the following:
 - A description of Bidder's experience as required in this bid.
 - Relevant samples/portfolio of related work (see scope of work – section 5.0), preferably in higher education.
 - Staffing and operational plan for this contract, including use of any subcontractors and description of equipment to be used.
 - Include samples of previous branding efforts.
3. **Biographies of the Account Team.** Bidders must include the biographies of the account team who will be assigned to the project.
4. **Pricing.** Bidder shall submit on the bid submission form (Attachment A) prices for each item listed.

3.2 Packaging of Response: Please submit *(1) original and (5) copies* of the bid. The bid documents, must be submitted by mail, hand delivery, overnight carrier or certified mail in a package sealed and labeled showing the following information on the outside:

- Bidder's complete name and address
- Solicitation Number
- Bid Due Date and Time
- Sealed Bid

3.3 Late Bids: *Regardless of cause, late bids will not be accepted and will automatically be disqualified from further consideration.* It shall be the bidder's sole risk to assure delivery

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- at the designated office by the designated time. Late bids will not be opened and may be returned to the bidder at the expense of the bidder or destroyed if requested.
- 3.4 Bidder's Signature:** The bid submission form (Attachment A) must be signed in ink by an individual authorized to legally bind the business submitting the bid. The bidder's signature on a bid in response to this RFP guarantees that the offer has been established without collusion and without effort to preclude MCC from obtaining the best possible supply or service.
- 3.5 Bid Opening:** MCC will open all bids that are submitted in a proper and timely manner and will record the names and other information specified by law and rule. All bids become the property of MCC and will not be returned except in the case of a late.
- 3.6 Responders' Costs:** The cost of developing a bid for this RFP belongs solely to the bidder and may not be charged to MCC.
- 3.7 Term of Contract:** The contract between MCC and vendor will begin in February 2011 for planning and will run through September 2011, with an option to revisit a follow-up contract if needed.

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4.0 GENERAL TERMS AND CONDITIONS

- 4.1 Applicability:** These general terms and conditions will be observed in preparing the proposal to be submitted.
- 4.2 Purchase:** After notice of the award, purchase will be put into effect by means of purchase orders or suitable contract documents executed by the Director of Business Services.
- 4.3 Right to Cancel:** MCC may cancel contracts resulting from this RFP at any time for a breach of any contractual obligation by providing the contractor with thirty-calendar day's written notice of such cancellation. Should MCC exercise its right to cancel, such cancellation shall become effective on the date as specified in the notice to cancel.
- 4.4 Taxes:** MCC is exempt from all federal excise, state and local taxes unless otherwise stated in this document. In the event taxes are imposed on the services purchased, MCC will not be responsible for payment of the taxes. The vendor shall absorb the taxes entirely. Upon request, MCC's Tax Exemption Certificate will be furnished.
- 4.5 Proprietary Information:** Bidder should be aware that the contents of all submitted bids are subject to public review and will be subject to the Illinois Freedom of Information Act. All information submitted with your bid will be considered public information unless bidder identifies all proprietary information in the proposal by clearly marking on the top of each page so considered, "Proprietary Information." The Illinois Attorney General shall make a final determination of what constitutes proprietary information or trade secrets. While MCC will endeavor to maintain all submitted information deemed proprietary within MCC, MCC will not be liable for the release of such information.
- 4.6 Negotiation:** MCC reserves the right to negotiate all elements, which comprise the bidder's proposal to ensure the best possible consideration, be afforded to all concerned. MCC further reserves the right to waive any and all minor irregularities in the proposal, waive any defect, and/or reject any and all proposals, and to seek new proposals when such an action would be deemed in the best interest of MCC.
- 4.7 Retention of Documentation:** All bid materials and supporting documentation that is submitted in response to this proposal becomes the permanent property of MCC.
- 4.8 Insurance Requirements:** If fabrication, construction, installation, service or other work is specified to be conducted on MCC's premises, supplier shall maintain in force during the period of such work the following coverage's: (a) worker's compensation, as required by the laws of the State of Illinois; (b) commercial general liability for bodily injury and/or property damage in an amount of not less than \$1,000,000 single limit, per occurrence; (c) automobile liability for bodily injury and/or property damage in an amount of not less than \$1,000,000 single limit, per occurrence. **The successful bidder shall provide a certificate of insurance naming McHenry County College as additional insured.**
- 4.9 Indemnification:** The Contractor shall protect, indemnify and hold MCC harmless against any liability claims and costs for injury to or death of any person or persons and for loss or damage to any property occurring in connection with or in any incident to or arising out of

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occupancy, use, service, operations or performance of work in connection with the contract, resulting in whole or in part from the negligent acts or omissions of the Contractor.

- 4.10. Successors and Assigns:** Contractor shall not assign any rights under or interest in the contract award without the prior written consent of the Owner. This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns.
- 4.11 Substitutes to Specifications:** Consideration will be given to alternatives if they are a standard manufactured item as evidenced by literature and specifications enclosed with this bid document. A demonstration may be requested. Submit complete specifications for any substitute offered. Your bid should be made on the Bid Submission Form (Attachment A), and any explanation regarding your bid should be attached. A complete disqualification could result without these reference materials attached. Indicate warranty specifications that apply to the items included in your bid.
- 4.12 Disclosure:** Contractors shall note any and all relationships that might be a conflict of interest and include such information with the bid.
- 4.13 Terms of Payment:** MCC operates under terms of payment for work completed and product delivered within Net 30 days from date of invoice. All payments of invoices need to be approved on a monthly basis. In no case will MCC agree to late fees prior to 60 days before payment is received, this is based on State Statutes for State funded entities.
- 4.14 Web Accessibility:** As required by Illinois Public Act 095-0307, all information technology, including electronic information, software, systems, and equipment, developed or provided under this contract must comply with the applicable requirements of the Illinois Information Technology Accessibility Act Standards as posted at <http://www.dhs.state.il.us/itaa>
- 4.15 Bidder's Certification:** The bidder certifies that the he/she is not barred from bidding on the contract as a result of a conviction for either bid-rigging or bid rotating under Article 33E of the Criminal Code of 1961.

Contractor/Vendor's Signature: _____

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5.0 SCOPE OF WORK: McHenry County College desires to implement the initial phase of a college-wide rebranding effort, consisting of a comprehensive brand study and strategy development, from February to September 2011. The frequency of events and programs will in part be determined by chosen firm's recommendations.

5.1 Other Specifications: If it is the intention of the firm/vendor that a third party perform any part of this contract, the College reserves the right to know the identity of the third party before any contract is awarded. The firm/vendor receiving this contract, however, is responsible for meeting deadlines, fulfilling specifications and for the quality and execution of the program.

5.2 Overview and Specifications Page: The MCC Brand Study and Strategy Development overview and specifications follow. All interested firms/vendors are expected to include a proposal that responds to the needs indicated below. If any major changes to the frequency or cost of the program occur during this timeframe of the contract, the pricing difference will need to be made in writing to the MCC Business Services Office for approval.

Rebranding Rationale/Need

- Most recent "branding" effort conducted in 2004-2005 – logo change only
- Current identity was not tested with any stakeholders or sent to research
- Change at institution, including areas of focus and strategic direction
 - Stronger emphasis on workforce development
 - Growth in enrollment
 - Increased collaboration within community
 - Budgetary implications (funding in higher education)
 - Push from White House
- Prepare for future fundraising and development initiatives
- Impacts direction of other College-wide efforts, such as signage, facilities, etc.

Primary Goals of MCC Rebranding Effort

- Align identity/key message(s) with College's strategic plan
- Obtain commitment/support from internal stakeholders – administrators, faculty, staff and students
- Identify the unique position that only MCC can claim in the community college/higher education marketplace (point of differentiation)
- Create better, more cohesive awareness among the local, regional and national community of MCC's benefits
- Create brand champions (both internal and external constituents) who are telling the same "MCC story"
- Work with Office of Marketing and Public Relations and Institutional Research to assist with presenting direction to the College communities at large

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Services Requested (with proposed timeline)

Phase I – Brand Study

- Study of any prior related research collected by MCC as related to rebranding effort
- New analysis of MCC's perception in community, compared with assessment of MCC's goals and strategic direction
- Qualitative and quantitative research conducted with key stakeholder groups
 - Employees
 - Students
 - Alumni
 - Donors
 - Board of Trustees
 - Community members
 - Non-district residents
 - Business partners
 - School districts
 - Other as determined

Timeframe: February 2011-April 2011

Phase II – Strategy Development

- Strategy development
- Positioning statement
- Brand essence
- Value proposition
- Value proposition by segment, including:
 - Current students
 - Recent high school graduates
 - Returning adult students
 - Business leaders
 - Alumni/donors
 - Taxpayer
 - Other as determined
- Review of key departments' relationship to overarching MCC identity, including:
 - Athletics
 - Friends of MCC Foundation
 - Shah Center for Corporate Training
 - Student Life
 - Other as determined
- Assessment of proposed positioning through additional testing
- Development of positioning platform/guide that directs MCC's marketing/communication efforts and will inform identity development phase of project

Timeframe: May-September 2011

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Other Suggested References

- Strategic Plan – core principles (www.mchenry.edu/strategicplan)
- President’s goals and objectives (Attachment B)
- Recent press releases/media coverage (www.mchenry.edu/news)
- College overview – includes mission, vision and goals (www.mchenry.edu/aboutmcc)
- 2009 Annual Report (<http://www.mchenry.edu/AboutMCC/2009AnnualReport.pdf>)
- Board packets and minutes (www.mchenry.edu/board)

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6.0 ATTACHMENT A--BID SUBMISSION FORM
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Bid Submitted By and Authorized Signature: The individual's signature below constitutes that the person is an officer of the company who is authorized to contractually obligate the company listed below. They further constitute that they have read and agree to all instructions and specifications listed in this bid document unless otherwise marked and listed in the "exception to bid" section.

Bid Submitted by: _____

Signature: _____

Title: _____

- The Owner/
Sole Proprietor Member of the
Partnership Officer of the
Corporation Member of the
Joint Venture

Company: _____

Address: _____

Email Address: _____

Telephone: _____

Fax: _____

Date: _____

Contract Person: _____

FEIN: _____

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ATTACHMENT A
BID SUBMISSION FORM
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Pricing Page: Proposal should include all charges for planning, consultation, training, proofs, etc. Prices are to be held for term of contract or until end of calendar year 2011.

- **Planning/Consultation** _____
- **Research and Data Collection** _____
- **Analysis** _____
- **Language/Copywriting** _____
- **Travel** _____
- **Materials Development** _____
- **Other(please specify)** _____
- **Other(please specify)** _____
- **Other(please specify)** _____

TOTAL BID AMOUNT: _____

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ATTACHMENT A
BID SUBMISSION FORM
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Response Page: Please respond to the following questions.

1. Is any part of the process being subcontracted to a third party?

2. What business relationship exists between this third party contractor and your firm?

3. Where is the subcontractor located that is providing the service?

4. How many employees do you have?

5. Where is your office located in proximity to MCC?

6. What is the phone number for the Account Representative?

7. Describe your firm's invoicing procedures:

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ATTACHMENT A
BID SUBMISSION FORM
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EXCEPTIONS TO BID (PLEASE LIST BELOW, ATTACH SHEETS IF NECESSARY):

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ATTACHMENT A
BID SUBMISSION FORM
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REFERRAL LIST: List four companies, colleges/universities preferred, to whom your company has sold and installed comparable products within the last three years:

1. NAME: _____
ADDRESS: _____

PHONE: _____

2. NAME: _____
ADDRESS: _____

PHONE: _____

3. NAME: _____
ADDRESS: _____

PHONE: _____

4. NAME: _____
ADDRESS: _____

PHONE: _____

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7.0 ATTACHMENT B - PRESIDENT'S GOALS AND OBJECTIVES

**Dr. Vicky R. Smith
President
Goals and Objectives
2010-2012**

The following Goals and Objectives are based on the vision that, "McHenry County College will be the leading community college in Illinois by focusing on excellence and student success." In addition, I reviewed the Strategic Plan's core principles and strategic priorities that the Board approved on February 25, 2010, in Board Report #10-33. In that document the Board adopted the five core principles of quality, accessibility, affordability, innovation, and accountability. Lastly, I revisited the attributes the College placed in their posting for a new president and coordinated those with the five strategic directions I outlined to the faculty and staff in my Opening Day Speech. The five strategic directions I outlined to the faculty and staff were: 1) Planning and implementation of plans, 2) Student learning and student success, 3) Development of our people to meet the next phase of the College, 4) Economic, Workforce, and Community Development, 5) Systems and process improvement.

I would like to suggest to the Board that the Goals and Objectives include both long-term and short-term attributes. *In other words, the "Goals" will be of a long-term nature (3-5 years) and the "Objectives" will be shorter in duration (1-3 years.)* Under the objectives will be suggested strategies for accomplishing the Objectives and ultimately the goals. You will note that the timeline noted above is for two years. Next spring I will provide the Board with an update on my accomplishment of the Goals and Objectives. With this approach, the Board will be able to evaluate the progress made toward the goals by how I have accomplished the strategies and objectives.

Lastly, I am making the assumption that the Board is aware that in accomplishing the goals and objections, I will either implement the goals and objectives personally and/or I will provide the leadership that will insure the appropriate areas of the College are implementing the goals and objectives.

I. Goal One: Establish and implement institutional plans that provide direction for College decisions

a. Objective 1: Ensure facilities meet educational needs

- i. *Strategy 1: Complete a Facility Condition Analysis and develop a 10-year Capital Improvement Plan for College by July, 2011.*
- ii. *Strategy 2: Evaluate if Deferred Maintenance Inventory is needed and whether a Deferred Maintenance System needs to be implemented, by spring 2011.*
- iii. *Strategy 3: Review 2004 Facility Master Plan as it relates to the Strategic Plan and Educational Master Plan and based upon the review, either revise the 2004 plan or undertake a new Facility Master Plan process, fall 2011.*

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- iv. *Strategy 4:* Compile campus architectural materials and documents to serve as a baseline for future expansion of the College, by January, 2011.
 - v. *Strategy 5:* Establish positive relationships with city, county and state offices/agencies that may influence College decision on facilities, ongoing.
- b. **Objective 2:** Ensure educational programming is meeting the needs of the community
- i. *Strategy 1:* Review current Academic Plan by December, 2010.
 - ii. *Strategy 2:* Develop Educational Master Plan by late spring 2011.
 - iii. *Strategy 3:* Investigate whether there is need for additional outreach sites to meet the strategic goal of increasing accessibility to higher education in McHenry County through analysis of student attendance and County population distribution, conversations with community leaders, and undertaking a cost/benefit analysis by fall 2011.
- c. **Objective 3:** Ensure appropriate technology is implemented to meet college and student needs
- i. *Strategy 1:* Finalize the settlement and on-going support agreement with Campus Management Corporation.
 - ii. *Strategy 2:* Oversee the process to procure (spring, 2011) and implement (2011-2014) a new ERP system for the College
 - iii. *Strategy 3:* Once permanent Chief Information Officer is hired, develop a Technology Strategic Plan to inform future direction of technology at the College by August, 2011.
 - iv. *Strategy 4:* Investigate, and if viable, participate in partnerships that will enhance the technology capabilities of the College, on-going.
- d. **Objective 4:** Ensure College's finances can meet future needs of College
- i. *Strategy 1:* Update College's Financial Plan that will inform the fiscal directions to be taken by College, by March, 2011.
 - ii. *Strategy 2:* Develop and implement an investment strategy that will maximize income, while meeting College cash flow needs, fall, 2011.
 - iii. *Strategy 3:* Develop cash flow projections process so as to insure the College remains fiscally sound, spring, 2011.
 - iv. *Strategy 4:* Become familiar with financing vehicles that can serve to fund decisions made by the College, on-going.
 - v. *Strategy 5:* Investigate possibilities for alternative funding sources for

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- building on-line offerings, and instituting student support systems, on-going.
 - ii. *Strategy 2:* Benchmark data (summer, 2011) for student learning through CAAP, CSSSE, NCLEX, WorkKeys national assessments and implement strategies so MCC exceeds the benchmark, during 2011-2012.
 - iii. *Strategy 3:* Increase retention of students (fall to spring and fall to fall) by 5% over 2009-2010 numbers, with 1% improvement each year for each of the next five years.
 - iv. *Strategy 4:* Integrate results of student learning outcomes assessment process into the continuous improvement processes at the College, on-going.
- b. **Objective 2:** Increase the percentage of students who complete a certificate or degree
- i. *Strategy 1:* Work with feeder high schools to partner on increasing the college readiness of their students by meeting with each High School District Superintendent (by end of summer, 2011) and initiating conversations with high school personnel.
 - ii. *Strategy 2:* Evaluate the academic and student support systems/services to ascertain if they are meeting their purposes and contributing to student persistence to the completion of a credential, by fall 2011.
 - iii. *Strategy 3:* Gather developmental education student success/completion data to inform a review of the approach the College uses to serve these students, spring 2011.
 - iv. *Strategy 4:* Compile literature review of research concerning best practices for increasing percentage of students who complete a certificate or degree and determine if such practices can contribute to the increase in student attainment of a certificate or degree, March, 2011.
- III. **Goal Three: Ensure the MCC faculty, staff, administration, and Board are prepared for the next phase of growth at the College, while focusing on helping MCC be the “...leading community college in Illinois....”**
- a. **Objective 1:** Establish an organizational structure that meets the future direction of the College
- i. *Strategy 1:* Review (2010-2011) and revise, if necessary, the organizational structure of the college
 - ii. *Strategy 2:* Hire appropriate individuals to fill the new organizational structure as positions open, as needed.
 - iii. *Strategy 3:* Ensure each employee has established goals and objectives that contribute to the accomplishment of the College’s plans, by July 2011.
 - iv. *Strategy 4:* Review current evaluation of employees’ process and revise if needed, by fall 2011.
 - v. *Strategy 5:* Ensure all employees are evaluated, on-going.

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- b. **Objective 2:** Attract, retain, and develop good employees
 - i. *Strategy 1:* Ensure employees take advantage of professional development opportunities to encourage a lifetime of learning, on-going.
 - ii. *Strategy 2:* Encourage faculty and staff to be active in state and national venues, on-going.
 - iii. *Strategy 3:* Encourage and support innovative activities of faculty and staff, on-going.
 - iv. *Strategy 4:* Provide recognition for successful innovative and creative activities initiated by faculty and staff, (implement process for 2011-2012 year).
 - c. **Objective 3:** Establish strong CEO-Board relationship
 - i. *Strategy1:* Develop transparent communication processes that ensures the Board is fully informed about College issues
 - ii. *Strategy2:* Provide Board education and development opportunities to the trustees.
 - iii. *Strategy 3:* Establish mutually agreeable evaluation system for the President/CEO, by April 1, 2011.
- IV. Goal Four: Develop strategies and activities that will enhance economic, workforce, and community development in the College's service area**
- a. **Objective 1:** Work with the College's service area public and private entities to develop partnerships that assist in the development of the County's workforce
 - i. *Strategy 1:* Dialogue with municipalities on what their training and educational needs are and investigate potential partnerships with College
 - ii. *Strategy 2:* Work with High School districts to increase dual credit and partnerships in career and transfer programs, resulting in 10% increase in dual credit hours generated for 2011-2012 academic year.
 - iii. *Strategy3:* Review the Shah Center's relationships with business and industry to determine how we can expand the College's efforts in training the workforce for jobs
 - iv. *Strategy 4:* Investigate possibilities of collaborating/partnering with other higher education entities in the area to provide programming for needed workforce training
 - b. **Objective 2:** Work with the College's service area public and private entities to develop partnerships that enhances the economic development in the College's districts
 - i. *Strategy 1:* Work with McHenry County, McHenry County Council of Governments and McHenry County Economic Development Corporation on investigating broadband connectivity within McHenry County, during 2010-2011.
 - ii. *Strategy 2:* Review if MCC has the right mix of academic programs for the County's economy, fall, 2011.

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- c. **Objective 3:** Work within the College's service area to assist with the development of our external communities
 - i. *Strategy 1:* Establish relationships with community leaders to enhance the potential for the College to play a part in their communities' development
 - d. **Objective 4:** Establish relationships and develop activities that will result in an enhancement of the reputation of McHenry County College
 - i. *Strategy 1:* Be a spokesperson at local, state, and national venues
 - ii. *Strategy 2:* Be active and visible in the McHenry County College communities
 - iii. *Strategy 3:* Establish transparency between the College and the public
 - iv. *Strategy 4:* Be ethical, fair, and respectful in all of my dealings on behalf of the College and act with integrity in all my relationships and decisions
- V. **Goal Five: Evaluate the systems and processes at the College and implement appropriate improvement measures**
- a. **Objective 1:** Ensure processes and systems included in the new ERP are efficiently and effectively developed
 - i. *Strategy 1:* Oversee the selection of a new ERP vendor
 - ii. *Strategy 2:* Hire a Chief Information Officer that has experience in higher education IT operations and ERP implementation
 - iii. *Strategy 3:* Ensure that as ERP system is implemented that departments streamline the processes and procedures in place, 2011-2013.
 - b. **Objective 2:** Evaluate the internal controls report and appropriately implement relevant recommendations
 - i. *Strategy 1:* Ensure finance, payroll, and human resource departments analyze the internal controls report to determine if recommendations can be implemented, fall 2010.
 - ii. *Strategy 2:* Establish an action plan to implement relevant recommendations, January, 2011.
 - iii. *Strategy 3:* Evaluate six months after implementation of recommendation remedies, the effectiveness of each, by summer/fall 2011.
 - c. **Objective 3:** Evaluate the processes and procedures of the Foundation Office and implement any necessary changes to ensure there is proper relationship building, fundraising, and stewardship is occurring
 - i. *Strategy 1:* Conduct a review of the Foundation Office functions, spring 2011.
 - ii. *Strategy 2:* Based upon the review, make any organization or system changes deemed necessary, summer 2011.
 - iii. *Strategy 3:* Develop a Resource Development Plan to inform future fundraising activities, fall 2011.
 - d. **Objective 4:** Implement an Internal Audit function at the College.

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- i. *Strategy 1:* Work with the Board of Trustees to identify functions and role they desire the Internal Audit function to play, spring 2011.
- ii. *Strategy 2:* Based on the determination of the role and function of the Internal Auditor, insure the function is established at the College, spring 2011.
- iii. *Strategy 3:* After one year evaluate if the Internal Audit function has met the expectations of the Board of Trustees, spring 2012.