

# REVISED

## BOARD OF TRUSTEES McHENRY COUNTY COLLEGE DISTRICT #528

Wednesday, May 28, 2014  
Special Board Meeting  
6:00 p.m.

**Board Room**  
8900 U.S. Highway 14  
Crystal Lake, IL 60012

### AGENDA

1. CALL TO ORDER
2. ROLL CALL
3. ACCEPTANCE OF AGENDA
4. OPEN FOR RECOGNITION OF VISITORS AND PRESENTATIONS  
*Three (3) minutes per person or less.*
5. RESCISSION OF ACTION TAKEN ON MAY 22, 2014 RE: APPROVAL OF PRESIDENT'S CONTRACT AND GOALS AND OBJECTIVES, Board Report #14-111
6. APPROVAL OF PRESIDENT'S CONTRACT AND GOALS AND OBJECTIVES, Board Report #14-112
7. ADJOURNMENT



Chair

revised 5/23/14

Approval of President's Contract and Goals and Objectives

Information

The Board of Trustees Evaluation and Policies Committee prepared an evaluation instrument whereby the entire Board evaluated the performance and goals of Dr. Smith.

The Board was pleased with the results of the evaluation and so offered an extended contract to Dr. Smith. The contract may be modified by mutual agreement. The Board also discussed Dr. Smith's proposed 2014-2016 Goals and Objectives and endorsed the ones presented by Dr. Smith.

The current employment agreement between the Board and Dr. Smith extends through June 30, 2016.

Recommendation

It is recommended that the Board of Trustees approves Dr. Smith's employment contract through June 30, 2016 and endorses the 2014-2016 President's Goals and Objectives.

A handwritten signature in cursive script that reads "Ronald A. Parrish".

Ron Parrish, Chair  
Board of Trustees

Approval of President's Contract and Goals and Objectives

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A handwritten signature in cursive script that reads "Ronald A. Parrish". The signature is written in black ink and is positioned above the printed name and title.

Ron Parrish, Chair  
Board of Trustees

## **RESTATED EMPLOYMENT AGREEMENT – PRESIDENT**

THIS AGREEMENT made this 28th day of May, 2014, between the Board of Trustees of McHenry County College No. 528, McHenry County, State of Illinois (hereinafter referred to as the “Board”), and Vicky Rae Smith (hereinafter referred to as the “President” or “Dr. Smith”).

WHEREAS, the Board and the President are currently parties to an Employment Agreement, dated as of July 9, 2010 (the “Original Agreement”); and as amended by addenda and extensions to the Original Agreement, dated September 22, 2011, May 24, 2012 and April 16, 2013, respectfully; and

WHEREAS, the Board and the President hereby wish to amend and restate the Original Agreement as amended, according to and as provided in the remaining terms of this Agreement.

NOW THEREFORE, in consideration of the mutual promises contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Board and the President agree as follows:

In consideration of the mutual covenants contained in this Agreement, the Board and the President agree as follows:

### **A. EMPLOYMENT**

1. The Board hereby employs the President for the period commencing May 28, 2014 and ending June 30, 2016.
2. The President hereby accepts such employment and will devote her full time, skill, labor and attention, to the performance of the duties of the Office of the President of the College, provided that Dr. Smith may undertake consultative work, speaking engagements, writing, lecturing, or other education related professional duties and obligations (including current continuing consultative work for the Higher Learning Commission) which enhance the reputation of the College and do not affect Dr. Smith’s performance of employment obligations hereunder.
3. The President waives any right to tenure in the College by virtue of entering into this multi-year Agreement and any conditions thereto.

### **B. SALARY AND SURS**

1. The President will receive a salary for the period from May 28, 2014 through June 30, 2014 in a pro-rata bi-weekly amount that is equal to an annualized salary of Two Hundred Eleven Thousand Thirteen Dollars and One Cent (\$211,013.01).

2. For each subsequent fiscal year of this Agreement, commencing on or after July 1, 2014, the President's annual salary shall be increased by an amount equal to the percent increase in the CPI-U for the twelve month period ending on the previous December 31, plus an additional 3.0%, but in no event will the annual percent increase in the President's salary for the fiscal year be greater than 5.9%, or less than 3.0%. For purposes of this provision, the CPI-U shall be the Chicago-All Urban Consumers Price Index. In no event will such annual salary adjustment result in providing the President with more than a six percent (6%) increase in total creditable earnings for any contract year used by the State Universities Retirement System ("SURS") for annuity calculation purposes.
3. The Board and President acknowledge and agree that the salary and compensation increases granted to the President under this Agreement are not intended to exceed the SURS six percent (6%) cap on annual creditable earnings increases for any contract year which is used by SURS to calculate the President's final rate of earnings ("FRE") for SURS retirement annuity purposes. The Board reserves the right to adjust the compensation and/or benefits provided under this Agreement to prevent the Board from exceeding, and/or address the consequences of having exceeded, the SURS six percent (6%) annual earnings cap.

**C. BENEFITS**

1. The President will be provided all privileges, leaves, sick leave, and fringe benefits not specifically enumerated herein which are commonly extended to all other Executive Council administrative personnel.
2. The College will pay for all premiums and related costs for Dr. Smith's participation in the College Group Health Insurance Plan, including any optional or elective costs for Dental and Vision Insurance coverage. In addition, the College will pay for one complete physical checkup per fiscal year for Dr. Smith to the extent not paid by insurance.
3. The Board will provide the President with an automobile allowance of Five Hundred Dollars (\$500) per month for the use of her personally owned or leased automobile.
4. The Board annually will make a matching contribution to a qualified tax-sheltered annuity, established pursuant to Section 403(b) of the Internal Revenue Code, held for the benefit of the President. The contribution amount will match dollar-for-dollar, the elective contributions made annually by the President to the tax-sheltered annuity, but such Board contribution shall not exceed Eighteen Thousand Dollars (\$18,000) annually for any fiscal year of this Agreement. Further, this provision is subject to the SURS limitations set forth in Sections B.2 and B.3 of this Agreement.

5. The College will reimburse the President for reasonable cell phone expenses.
6. The Board will, at its expense, provide the President with a laptop computer and high-speed internet access from home, in order to assist the President in her duties. Upon termination of employment, the laptop will be returned to the College and the College will cease to pay for such high-speed internet access. The Board will also provide an air card for wide area wireless internet access. Upon termination of employment, the air card will be returned to the College.
7. Dr. Smith will be reimbursed for all expenses including travel and entertainment incurred by her in connection with the performance of her College-related responsibilities. A College credit card will be issued in Dr. Smith's name for use in College-related expenses and travel. A monthly report of expenditures will be presented to the Chairperson of the Board. In addition, a budget for entertainment will be established each year by the Board.
8. The Board expects Dr. Smith to engage in activities with local service and civic organizations. The College will pay any such Board approved association and club membership dues incurred by Dr. Smith.
9. The Board will budget for dues and other expenses for Dr. Smith's membership in professional associations and for attending professional meetings at national, regional, state and local level.

**D. POWERS AND DUTIES**

1. The President is the Chief Executive Officer of the College. She will have charge of the administration of the College under policies established by the Board, direct and assign, place and transfer all employees in accordance with Board policy, and organize and administer the affairs of the College as best serves the College consistent with Board policy while exercising her reasonable discretion. Dr. Smith's responsibilities will include the following:
  - a. Fund raising, development; public and alumni relations.
  - b. Institutional, faculty, and educational leadership.
  - c. Long range planning; formulating the budget; supervision of institutional buildings, grounds and equipment.
  - d. Administration of the affairs of the College as best serves the College consistent with Board policy.
  - e. Student recruitment and services; faculty recruitment.
  - f. Recommending appointments, promotion and dismissal of faculty and staff.
2. Administration. The President is authorized to organize, reorganize and arrange the administrative and supervisory staff of the College with the concurrence of the Board. The administration of the instruction and business affairs will be lodged with the President subject to the approval of the Board.

The responsibility for the selection, placement and transfer of personnel will be with the President subject to the approval of the Board. The Board and its individual members will refer all criticism, complaints and suggestions regarding instruction, business affairs or the administration or instructional staff of the College to the President for study, report and recommendation. Provided, however, that no act by the President will in any way conflict with the authority of the duties of the Board as outlined in any provisions of Illinois Statutes applicable to community colleges.

3. In the exercise of her powers and duties, the President is authorized to exercise all necessary powers and authority incidental thereto.
4. The President at her discretion and subject to review during the annual evaluation process, may participate in various professional development activities such as conventions, courses and seminars and attend appropriate professional meetings on local, state and national levels. Attendance at such activities will not be considered use of vacation time.

**E. EVALUATION**

1. By February 1 of each year of this Agreement, commencing February 1, 2015, the President will provide the Board with a written, detailed status report of progress toward the written goals and objectives of the Board, and as to the condition of the College.
2. On or before April 1 of each year beginning April 1, 2015, the President will be evaluated by the entire Board in closed session with the President present. The Board will provide the President with a written evaluation.
3. In evaluating the President, the Board will consider the President's powers and duties as set forth herein, the goals and objectives established by the parties and approved by the Board under this Section E, and any other reasonable and applicable criteria as determined in the evaluation process. As part of the evaluation process, the goals and objectives for the following Agreement year will be established.

**F. REAPPOINTMENT**

On or before June 1 of each year beginning on June 1, 2015 during the employment term stated in this Agreement and for each year during the period of extension of the employment term (herein "extended employment term"), the Board may extend the Agreement for an additional one-year period by providing notice to such effect to Dr. Smith. The failure of the Board to provide notice of extension by June 1 of any year beginning with 2015 and thereafter during the employment term or extended employment term shall be considered and treated as indicating the intent of the Board not to extend the term of Dr. Smith's employment contract then in effect (e.g.: if the Board fails to notify Dr. Smith by June 1, 2015 that her contract has been extended

according to this provision, her employment with the Board will end effective June 30, 2016).

**G. TERMINATION**

1. This Agreement may be terminated prior to the expiration of its initial term, or if extended, its extended term by:
  - a) Mutual agreement upon such terms and conditions agreed to in writing by the Board and the President.
  - b) Retirement of the President.
  - c) Resignation of the President, provided, however, the President gives the Board at least six (6) months prior written notice of the proposed resignation, unless the Board agrees in writing to accept a shorter period. No severance pay is due upon termination of this Agreement under this provision.
  - d) Termination for good and just cause. For purposes of the Agreement, “good and just cause” means the following:
    1. The President’s material failure or refusal to perform her duties hereunder, for any reason other than mental or physical incapacity, after the President has been given at least forty-five (45) days prior written notice of such breach and a reasonable, opportunity to cure such breach;
    2. Misconduct by the President, outside the scope of her employment by the College hereunder, which is detrimental to the reputation of the President in the community;
    3. Misconduct by the President, outside the scope of her employment by the College hereunder, which is materially detrimental to the reputation of the Board or the College in the community; or
    4. The Board’s right to terminate this Agreement for good and just cause pursuant to this Section of this Agreement may be exercised by the affirmative vote of at least five (5) of the seven (7) members of the Board in favor of the President’s dismissal for good and just cause and the giving of written notice to the President specifying, in detail, the grounds for such termination. Upon the President’s receipt of written notice from the Board pursuant to this Section, the President has the right to appear before all seven (7) members of the Board, at a meeting conducted in executive session, to discuss the breach asserted



by the Board and its cure. Where the Board is terminating for good and just cause under this Section, and if the breach is not cured prior to the expiration of the cure period provided herein, such termination will be effective upon the expiration of such 45 day cure period and the Board's reaffirmation of the President's dismissal for good and just cause by an affirmative vote of at least five (5) of its seven (7) members.

- e) Death of the President. No severance pay is due upon termination of this Agreement under this provision.
2. The Board may terminate this Agreement by written notice to the President at any time after the President has exhausted her accumulated health leave and she has been absent from employment for a continuous period of ninety (90) days out of one-hundred twenty (120) calendar days.

The Board reserves the right to require the President to submit to a medical examination, either physical or mental, whenever the Board deems that the President may be disabled. Such examination will be performed by a physician licensed to practice medicine in all its branches, who is selected and paid by the Board. The President expressly agrees that the physician will prepare a detailed report of the state of her health and submit it to the Board of Trustees.

**H. INDEMNIFICATION**

The Board will indemnify, defend, and hold the President harmless from and against any and all claims, demands, suits, debts, actions, causes of action, costs, expenses, damages and liabilities suffered, sustained or incurred by the President as the result of, or arising out of, or asserted against the President because of the performance of her duties and responsibilities as the President of the College.

**I. NOTICE**

Any notice required to be given under this Agreement will be deemed sufficient if it is in writing and sent by mail to the President at her residence or to the Chairperson of the Board.

**J. SIGNATORIES**

The signatories to this Agreement on behalf of the Board warrant and represent that this Agreement has been duly authorized by the Board, that the Board has the power and authority to execute this Agreement on behalf of the College and that this Agreement constitutes the legal, valid obligation of the Board and the College and is enforceable against the Board and the College in accordance with its terms.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the 28th day of May, 2014.

**PRESIDENT**

**BOARD OF TRUSTEES  
McHENRY COUNTY COLLEGE  
DISTRICT NO. 528  
McHENRY COUNTY,  
STATE OF ILLINOIS**

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Vicky Rae Smith

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Chairperson

ATTEST:

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Secretary

**Dr. Vicky R. Smith**  
**President**  
**Goals and Objectives**  
**2014-2016 (February, 2014)**

The following Goals and Objectives are based on the College's mission, "Our focus is learning. Student success is our goal." The five Goals are from the College's Strategic Plan 2013-2018. 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: Maintain the college's financial stability, and expand infrastructure and technology, to establish state-of-the-art learning environments that inspire postsecondary education and career development.**

- a. Objective 1: Review the 2011-2015 Educational Master Plan.
  - i. *Strategy 1:* Revise appropriately the 2011-2015 Educational Master Plan. July, 2014.
  - ii. *Strategy 2:* Finalize the updated Educational Master Plan and begin implementation. December 2014.
  
- b. Objective 2: Ensure facilities meet educational needs
  - i. *Strategy 1:* When appropriate, select an architectural firm to provide leadership in designing Phase One of the Facility Master Plan.
  - ii. *Strategy 2:* Maximize campus land mass. 2014-2018.
  - iii. *Strategy 3:* Establish positive relationships with city, county and state offices/agencies that may influence College decision on facilities, ongoing.
  - iv. *Strategy 4:* Investigate the feasibility of entering into an energy performance contract to replace failing infrastructure. December, 2014.
  
- c. Objective 3: Ensure appropriate technology is implemented to meet college and student needs
  - i. *Strategy 1:* Investigate, and if viable, participate in partnerships that will enhance the technology capabilities of the College, on-going.
  - ii. *Strategy 2:* Implement the Technology Master Plan. 2012-2015.

- iii. *Strategy 3:* Utilize industry-standard technology platforms as a base to build new educational system opportunities, On-going.
  - iv. *Strategy 4:* Explore approaches to providing anywhere/anytime access for employees to information. July, 2014.
  - v. *Strategy 5:* Improve and automate systems and processes to ensure business continuity. December, 2015.
  - vi. *Strategy 6:* Improve cost and flexibility of the technological environment by expanding the desktop visualization of the campus. July, 2015.
  - vii. *Strategy 7:* Plan and implement the upgrade of the campus voice communication systems. July, 2014.
  - viii. *Strategy 8:* Plan and implement the use of the Shah Center as a business recovery site. October, 2015.
  - ix. *Strategy 9:* Expand professional development for faculty to support a media rich learning environment through on demand workshops with clock hours, pilot tablet instruction courses using Apple TV and IPADS. March 2015.
- d. Objective 4: Ensure College's finances can meet future needs of College
- i. *Strategy 1:* Update College's five year Financial Plan to provide fiscal direction in making future budgeting and planning decision undertaken by the College. Spring, 2015 and then annually thereafter.
  - ii. *Strategy 2:* Update College's cash flow projection's process so as to insure College's short term operating needs can be met. Fall, 2014 and annually thereafter as part of budget process.
  - iii. *Strategy 3:* Become familiar with financing vehicles that can serve to fund decisions made by the College, on-going.
  - iv. *Strategy 4:* Investigate possibilities for alternative funding sources for College's programs, on-going.
  - v. *Strategy 5:* Align grant and resource development with the recommendations of the College's master plans. On-going.
  - vi. *Strategy 6:* Analyze most efficient and cost effective solutions to support services at the College. December, 2014
  - vii. *Strategy 7:* Analyze auxiliary service functions to determine the feasibility of continuing to invest College funds or whether to use outsourcing approaches, focusing on food service, bookstore, and Children's Learning Center. December, 2015.
  - viii. *Strategy 8:* Develop an investment strategy and portfolio approach to maximize return on investments and to meet current operating cash flow needs. Fall, 2014.
- e. Objective 5: Ensure that the College's marketing and institutional communications are forwarding the mission of the institution.
- i. *Strategy 1:* Distinguish the uniqueness and value of the College through the implementation of the Brand Plan, On-going.
  - ii. *Strategy 2:* Present best practice stories at the local, regional, and national levels in order to position the College as a leader in marketing and communications, and in the community college field. On-going.
  - iii. *Strategy 3:* Educate the Board on activities of College and develop talking points for the Board to use in the community. On-going.
  - iv. *Strategy 4:* Evaluate the effectiveness of our communication to the community. June, 2015

- f. Objective 6: Ensure College is providing good stewardship of the environment
  - i. *Strategy 1:* Implement the Sustainability Strategic Plan. On-going.
  - i. *Strategy 2:* Decrease College's energy usage, On-going.
  - ii. *Strategy 3:* Develop "green" curriculum components into existing core courses that furthers the College's commitment of sustainability. On-going.
  - iii. *Strategy 4:* Review college's strategies for decreasing our carbon footprint. December, 2014.

## II. Goal Two: Increase Student Engagement, Completion and Success

- a. Objective 1: Ensure quality education occurs
  - i. *Strategy 1:* Increase responsiveness to stakeholder through developing new programs and services, initiating partnerships, expanding enrollment, building on-line offerings, and instituting student support systems. On-going.
  - ii. *Strategy 2:* Increase success, persistence, and retention rates of students to be above the National Community College Benchmark Project (NCCBP) national average. On-Going.
  - iii. *Strategy 3:* Integrate results of student learning outcomes assessment process into the continuous improvement processes at the College. On-going.
- b. Objective 2: Increase the number of McHenry County residents selecting to attain a higher education degree and/or certificate at McHenry County College.
  - i. *Strategy 1:* Work with feeder high schools to partner on increasing the college and career readiness of their students by meeting with each High School District Superintendent and initiating conversations with high school personnel. On-going.
  - ii. *Strategy 2:* Increase the number of students from diverse backgrounds accessing the institution each semester as reported in the College's tenth day report. On-Going.
  - iii. *Strategy 3:* Increase community outreach involvement with middle and high school students and their families, community residents, civic organizations and the workforce. Ongoing.
  - iv. *Strategy 4:* Provide a comprehensive and aligned marketing communication plan focused on supporting MCC's efforts toward increasing the number of district residents that attain a degree or certificate through consistent and ongoing messages reinforcing a strong brand identity, public affairs initiatives, publications, marketing and advertising materials, online/interactive communication efforts. Ongoing
- c. Objective 3: Increase the percentage of students who are successful through the completion of a certificate or degree
  - i. *Strategy 1:* Increase the total number of degrees and certificates awarded Fall to Fall and Spring to Spring by 3% each year. On-going.
  - ii. *Strategy 2:* Analyze course sequencing and delivery methodologies and implement strategies in order to maximize students' ability to complete a degree or certificate in a timely manner. July, 2014.
  - iii. *Strategy 3:* Develop a financial model for assessing all academic programs at the College. August, 2014.
  - iv. *Strategy 4:* Develop a business model and plan for the advising process at the College. August, 2014

- v. *Strategy*: Create an automatic completion of certificate/degree process. Fall, 2014

**III. Goal Three: Attract, develop and retain quality instructors who are outstanding scholars/teachers and an excellent, diverse staff who are committed to the mission of MCC**

- a. Objective 1: Ensure that employees are productively engaged in helping to move the College forward
  - i. *Strategy 1*: Implemented the new Faculty Bargaining Agreement. August, 2014.
  - ii. *Strategy 2*: Negotiate an employment contract with the Staff Council that supports the concerns defined in the College's Strategic Plan. July 2015.
  - iii. *Strategy 3*: Ensure each employee has established goals and objectives based on the College's Strategic Plan 2013-2018 that contribute to the accomplishment of the College's goals. On-going.
- 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*: Provide recognition for successful innovative and creative activities initiated by faculty and staff. On-going.
  - v. *Strategy 4*: Implement the recommendations of the Professional Development Master Plan. On-going.
- c. Objective 3: Establish strong CEO-Board relationship
  - i. *Strategy 1*: Develop transparent communication processes that ensure the Board is fully informed about College issues. On-going.
  - ii. *Strategy 2*: Develop Board education and development opportunities for the trustees. On-going.
  - iii. *Strategy 3*: Evaluate the President by May first of each fiscal year. On-going.

**IV. Goal Four: Engage in partnerships that enable MCC students to succeed in a global economy.**

- a. Objective 1: Work with the College's service area public and private entities to develop partnerships that assist in the economic and workforce development of McHenry County.
  - i. *Strategy 1*: Partner with area employers, workforce investment boards, and key stakeholders to provide the necessary workforce training and education to enhance McHenry County's workforce. On-going.
  - ii. *Strategy 2*: Work with High School districts to increase dual credit and partnerships in career and transfer programs, resulting in a yearly increase of 2% in dual credit hours from those generated in the 2011-2012 academic year. On-going.
  - iii. *Strategy 3*: Develop opportunities for entrepreneurial ventures for public/private or public/public partnerships to support the advancement of higher education in McHenry County. On-going.
  - iv. *Strategy 4*: Complete implementation of state-funded (Illinois Broadband Opportunity Partnership), high-speed fiber connection to increase access to regional, national, and global information resources. Develop ensuing opportunities with local governmental and educational entities to leverage collaborations resulting in joint community economic progress. August 2014.

- b. Objective 2: Establish relationships and develop activities that will result in an enhancement of the reputation of McHenry County College
  - i. *Strategy 1:* Strengthen relationships with city, state, and federal officials, as well as with representatives from governmental and community agencies, to ensure McHenry County College's voice are heard. On-going.
  - ii. *Strategy 2:* Communicate with key legislators on issues concerning higher education, public policy development, and legislation that will secure funding for facility development, academic programs, and general College initiatives. On-going.
  - iii. *Strategy 3:* Be a spokesperson at local, state, and national venues. On-going.
  - iv. *Strategy 4:* Be active and visible in the McHenry County College communities. On-going.
  - v. *Strategy 5:* Establish transparency between the College and the public. On-going.
  - vi. *Strategy 6:* Be ethical, fair, and respectful in all of my dealings on behalf of the College and act with integrity in all my relationships and decision.

**V. Goal Five: Ensure high-quality services and learning opportunities through a culture of continuous improvement, innovation and accountability.**

- a. Objective 1: Develop a culture of data-driven decision making.
  - i. *Strategy 1:* Train staff on data-driven decision making. July, 2015.
  - ii. *Strategy 2:* Using tools of the new ERP system revise or develop reports that will enhance decision-making. On-going.
- b. Objective 2: Ensure the College continues its engagement in the AQIP continuous improvement process.
  - i. *Strategy 1:* Respond to the Higher Learning Commission's Feedback Report on the College's System Portfolio with the establishment of AQIP committees focused on key areas of improvement and with the goal of continuous improvement. December, 2018.
  - ii. *Strategy 2:* Obtain grants and corporate sponsorship to provide seed/start-up funding for new academic areas or projects as determined by the continuous improvement process. On-going.
- c. Objective 3: Implement methods to grow Friends of MCC Foundation resources.
  - i. *Strategy 1:* Annually establish benchmarks and develop dashboard measurements for annual and long term fundraising. July, 2015.
  - ii. *Strategy 2:* Establish an integrated marketing/media model to communicate mission, vision, and achievements of the Foundation. July, 2015.
  - iii. *Strategy 3:* Utilize the partnership established throughout all venues of the College to recruit new Foundation Board Members with the capacity and interest to increase the fund raising support for academic areas and student scholarships. Ongoing.
  - iv. *Strategy 4:* Cultivate, grow, and steward current and prospective donors in order to increase the scholarships available for MCC students. On-going.