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MCHENRY COUNTY COLLEGE MID-PLAN UPDATE—SEPTEMBER 2022

STRATEGIC PLAN 2019–2024

MCHEMRY COUNTY COLLEGE STRATEGIC PLAN 2019–2024

MID-PLAN UPDATE

Since the implementation of McHenry County College's five-year Strategic Plan in 2019, the College has been focused on a variety of innovative strategies that support its mission – Our Focus is Learning. Student Success is Our Goal. This important work also strives toward meeting our updated vision, as articulated in the plan:

McHenry County College (MCC) champions learning as essential to our community's well-being. We transform all students we serve by inspiring and equipping them to successfully live and work in the world.

Many transformative examples are evident via the strategies and tactics that have already been implemented over the past few years as part of various planning efforts. The College has seen advancements in a multitude of ways, even amidst the disruption of the COVID-19 pandemic. This progress is a testament to the complete and aligned focus on the student.

As we are now over halfway through the plan's duration, it is important to reflect on this progress that the College has made, as well as re-affirm and define areas of focus as we continue the planning course. This Mid-Plan Update provides the following summary:

- Overall Institutional Progress
- Achievements in Major Areas: Academic Affairs and Workforce Development; Institutional Advancement and Development; Finance and Business Services; Human Resources; Student Affairs; Title III; Information Technology; and Campus Safety
- Key Performance Indicators and "By the Numbers" Progress
- Progress by Institutional Goal
- Institutional Focus for Next Two Years
- Views of the Future – Steps Toward Innovation
(an update on the 2018 Strategic Foresight session)

Throughout this update, the focus on Student Success will be evident. As this is core to the College's mission, it is woven into all strategies and efforts that support MCC's institutional goals.



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INSTITUTION-WIDE PROGRESS

COLLEGE LEADERSHIP

As the institution slowly emerges from a global pandemic which has created dynamic change, many factors facing community colleges are changing as well. Students have needed more support than ever (mental health support, financial assistance, learning mode flexibility), and MCC has continued responding to their changing needs in a rapid and thoughtful way, always with a focus of eliminating as many barriers as possible. College leadership has listened to student feedback and worked with employees throughout the institution to develop creative and fast-to-implement solutions so that students find immediate relief. This includes the expansion of solutions to address food insecurity, transportation challenges, technology barriers, and mental health support. We have focused closely on these efforts, while equally serving the needs of our employees. The workplace has been evolving as well – from the nature of how we work, to the desire for a greater work-life balance, to the differing generational approaches to work, to a need for greater belonging in the workplace. It is critical in this time of workplace evolution that college leadership continues to demonstrate the values laid out in its Strategic Plan, as well as practice active listening, amplify trust and respect, and engage in clear, open, and consistent communication. In this past year, these practices have been instrumental in making decisions, including: a new approach to remote telework for eligible employees; commitment to diversity, equity, belonging, and inclusion; and exploring additional ways to create a hospitable workplace.

CRISIS MANAGEMENT

The College has continued to navigate the challenges of the COVID-19 pandemic using a proactive and flexible approach. Responsiveness to various shifts and adjustments were rapid and plenty, as the College and its stakeholders experienced several modifications to higher education safety and health protocols – in the areas of testing requirements, contact tracing, and mask wearing. With mandatory proof of vaccination or weekly testing in place for both employees and those students taking on-campus classes for much of the past year, College operations were keenly focused on ensuring high levels of compliance with this mandate. A unified effort across all areas supported this process, including ample staffing and response within an onsite SHIELD testing site, clear and timely communications with employees and students via a variety of tools, and regular interaction between union leadership and administration. The most recent shift in protocol removed the mandatory testing without vaccination requirement. The College aligned its efforts with this shift, while deciding to continue its intake and tracking of positive self-reported cases. Throughout these ongoing shifts, the College remained focused on prioritizing a safe and healthy learning environment, as evident through continued enhancements to cleaning, access to testing resources, and regular onsite vaccination clinics.

FISCAL STEWARDSHIP

The College ended its FY 2022 Budget cycle strong. The FY 2023 Budget was created with institutional input across all areas, and reflects solid revenue, especially from additional state support. Resources were focused on supporting longer-term institutional needs for staffing, while identifying opportunities to enlist contractual services in some areas where further need to evaluate staffing was necessary. MCC experienced clean (“unqualified”) audits for the past three years. A focus has also been placed on infrastructure and equipment needs related to the Foglia Center for Advanced Technology and Innovation (CATI), especially given inflationary

costs of supplies over the past year. The Board of Trustees' approval of the budget ensures that the College will be able to meet current fiscal responsibilities while pursuing the goals contained in the College's strategic plan. The remaining COVID-relief federal funding continues to be distributed to current students through Fall 2022; an extension on HEERF funds was granted to allow the College to distribute funds and allocate this funding toward pandemic-related projects through the end of FY 2023. The College has remained committed to fiscal responsibility of resources, minimizing the impact when possible on both the student and the community member. Since FY 2013, there has been only one annual levy increase (FY 2020) of 2.61%. The College remains one of the lowest in tuition across the state, introducing only minimal tuition increases since FY 2019.

COMMUNITY ENGAGEMENT

A strong, positive, and engaged relationship between MCC and its community partners plays a crucial role in the overall success of the College. In the past several years, College administration, leadership, faculty, and staff continue to collaborate with the community at every level – to continue program enhancement, build interest and enrollment, grow financial support, and engage community champions for the College. MCC worked closely with numerous school districts to further relationships that support dual credit and dual degree growth. Various academic areas built additional partnerships to support program expansion. The College continued to convene a Manufacturing Consortium, designed to create a unified approach to talent acquisition and development for large and small companies. received support from the county through the Advance McHenry County grant toward the new Foglia Center for Advanced Technology and Innovation. The Center for Agrarian Learning (CAL) convened an Advisory Committee of four farmers and four food businesses based in the county, in support of continuing to identify the most relevant training and services needed. Meetings were held with Harvard CUSD 50 superintendent and food service director to discuss adding fresh produce from the MCC Student Farm to their Backpack Program, which gets food to homes of hungry children on the weekend. The College has been growing relationships with key community leaders in business, education, nonprofits, and government, finding ways to collaborate and serve the community through educational offerings. Ongoing efforts to develop relationships with individuals who can provide philanthropic support have continued to be positive and growth-oriented, with scholarship and sponsorship levels reaching record highs year-over-year.

DIVERSITY, EQUITY, BELONGING, AND INCLUSION (DEBI)

After an initial exploration of current and future DEBI efforts at MCC, with support from a consultative partner that provided some suggestions for future consideration, the College kicked off further opportunities for in-person listening and discussion. This included several listening sessions hosted by the President, during which employees could share feedback and ideas. Several immediate activities emerged from those sessions, including a review of the process that students and employees could use to submit concerns. Other efforts prioritized were a search for the new position of AVP of DEBI, as well as a comprehensive training on DEBI definitions and concepts for employees, which kicked off in Summer 2022 with President's Cabinet. This full training series for employees will begin in Fall 2022.

FACILITY PLANNING

During the pandemic and continuing throughout FY 2022, the College successfully completed multiple capital projects to ensure that facilities remain safe, durable, and relevant to the current and future college landscape. These projects included: new Building D roof; new site and structure for shed/storage; CO/LAB B space for student collaboration; Building B math and tutoring spaces; access roadway and loading dock CDB project; planning for milling and paving Ring Road CDB project (in progress); the conversion of old pump house to a facility storage site; MCC Store; and progress on the Foglia CATI building with 100% design plans completed. With the addition of a new AVP of Facilities Management beginning in September 2022, proactive project management will continue to be a focus.

CAMPUS SAFETY

MCC's Campus Police department continued its support of COVID-19 pandemic-related services, including: serving as a primary location for rapid test availability; obtaining, stocking, maintaining, and distributing PPE and cleaning supplies across campus; and providing staffing support for testing and vaccination clinics when needed. The department incorporated a solar-powered digital speed sign at various locations on campus. The team was critical in partnering with the Secret Service, Crystal Lake Police, and the McHenry County Sheriff's Department to coordinate a successful visit by the President of the United States. Training efforts have included self-defense classes for students and employees, as well as identity theft awareness. Campus Police also worked with the McHenry County Police Social Worker Program to increase coverage time for a social worker to be available for MCC, should the need arise. Through various efforts including proactive engagement and interaction with students, faculty, staff, and guests, the College has maintained a low crime rate and safe campus. The Campus Police team has continued training to maintain a readiness and commitment to excellence, diversity and inclusion, and emergency response.



KEY PERFORMANCE METRICS

Fall to Fall Persistence (general plus Hispanic)

	Fall 2017 to Fall 2018	Fall 2018 to Fall 2019	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021
Overall	46.84%	46.79%	46.37%	48.38%
Hispanic	48.09%	47.22%	48.16%	51.19%

Fall to Spring Persistence

	Fall 2018 to Spring 2019	Fall 2019 to Spring 2020	Fall 2020 to Spring 2021	Fall 2021 to Spring 2021
Overall	73.35%	75.02%	74.44%	73.19%
Hispanic	73.23%	77.75%	73.25%	72.31%

Enrollment (headcount) – Fall Census

	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Headcount	7,475	7,814	8,765	8,874

Enrollment (credit hours) – Fall Census

	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Credit Hours	58,401	59,634	63,387	63,847

Growth in High School – Headcount

	Fall 2019	Fall 2020	Fall 2021	Fall 2022
High School Headcount	1,766	2,599 (47.2%)	3,397 (30.7%)	3,687 (8.5%)

Growth in High School – Credits

	Fall 2019	Fall 2020	Fall 2021	Fall 2022
High School Credits	6,940	10,881 (56.7%)	13,978 (28.5%)	16,237 (16.2%)

Degrees/Certificates Conferred

	FY 2019	FY 2020	FY 2021	Fall 2022
Degrees/Certificates	1,443	1,615	1,699	1,787

Course Completion (KPI benchmarked against NCCBP)

	Fall 2018	Fall 2019	Fall 2020	Fall 2022
Course Retention	89%	91%	89%	Available October 2022

Most Recent Transfer Rate Data (full-time three-year transfer rate)

Cohort start	Fall 2015	Fall 2016	Fall 2017	Fall 2018
MCC Transfer Rate	21.89%	24.49%	22.28%	22.90%
State Transfer Rate	19.83%	20.64%	20.88%	18.55%

Source: ICCB GRS Reports; MCC Student Right to Know website. Most recent figures are four years behind the current fall term.

BY THE NUMBERS

A Look at Progress Made Over Last Three Years



FINANCIAL AID DOLLARS AWARDED

(includes Pell, Federal and State loans, MAP Grant, Military benefits, and outside scholarships)

2019–2020	2020–2021	2021–2022
\$6,342,126.36	\$5,942,565.47	\$5,752,981.52



SCHOLARSHIP DOLLARS AWARDED TO STUDENTS

FY 2019	FY 2020	FY 2021	FY 2022
\$324,623	\$357,538	\$458,315	\$663,960



STUDENTS IMPACTED BY SCHOLARSHIPS

FY 2019	FY 2020	FY 2021	FY 2022
307	350	471	727



PHILANTHROPIC DOLLARS SECURED FOR SPECIAL PROJECTS

(includes combined program funding and pass-through funds from donations and private grants)

FY 2019	FY 2020	FY 2021
\$2,923,063	\$3,479,519	\$2,718,120



GRANT DOLLARS SECURED

FY 2019	FY 2020	FY 2021
\$2,313,046	\$2,249,517	\$2,748,074



DUAL DEGREE PROGRAMS ADDED

Woodstock District 200 Harvard District 50 Huntley District 158



DUAL CREDIT COURSES OFFERED

2018–2019	2020–2021
26	46



DUAL CREDIT SECTIONS OFFERED

2018–2019	2020–2021
166	332



SUMMARY OF PROGRESS BY INSTITUTIONAL AREA/DIVISION

ACCOMPLISHMENTS – ACADEMIC AFFAIRS AND WORKFORCE DEVELOPMENT

GENERAL OPERATIONS

- Deans and Department Chairs worked collaboratively to schedule classes to meet demand and remove as many scheduling barriers to prerequisites as possible.
- Implemented strategic 12-week course offerings for high-demand courses to allow late decision students additional registration opportunities.
- Monitored course enrollments by mode and added additional sections in the mode most desired by students.
- Aligned Pathways efforts with Title III team, including purchase of new catalog software, creation of new meta-pathways, and sequencing of programs of study.
- Created and modified a process to utilize multiple measures (GPA, SAT, PSAT) for placement into courses which has eliminated the barrier of placement testing for multiple students.
- Implemented faculty grading in Self Service, and published deadlines accelerates the grading process and posting of grades to student transcripts.
- Developed a web app for Academic Affairs usage advances planning class sections.

PROGRAM GROWTH

- Created a post-associate's certificate program for Cancer Registry Management.
- Allied Health and Biology Departments created a new anatomy and physiology course specifically geared toward PTA and OTA students to reduce the total degree credit hours which reduces the length for these two programs.
- The STEM Scholars' Program, funded by the National Science Foundation, added a 5th year cohort. This is the largest cohort of students for this program. The goal of this program is to expand and diversifying STEM education and workforce.
- Developed the Annual Healthcare Forum – 2022 is the second year.
- Developed a Dual Enrollment RN-BSN program with SIUE.
- Developed 2 + 2 Agreement in Business Management with Aurora University to give students the opportunity to obtain a bachelor's degree locally. The agreement includes specialty areas of focus.
- Social Science Faculty held an open forum for students to learn about careers in History, Philosophy, Psychology, Sociology, and Anthropology in our Student Pathway Hub.
- Provided Student Research opportunities are ongoing for students to work with a faculty on a specific research project.
- The Math and Science division partnered with Science Olympiad to host its first competition (coming in 2023).
- Increased Fall 2022 program enrollments for Adult Education.
- Collaborated with other college departments to promote Adult Literacy Week in September.
- Adult Education worked with Access and Disability Services and the Sage Learning Center on identifying English Language Learner students who are struggling with language and/or disability barriers and connecting those students to the appropriate services among these three departments.

- Adult Education developed a Health Care Bridge course that will allow students to partake in a CNA ICAPS program in the Spring of 2023
- Adult Education developed a course for new incoming students focused on basic computer literacy skills and navigation of MYMCC, college email, Canvas, Burlington English, and iPathways.
- Increased Adult Volunteer Literacy (AVL) program from six volunteers helping 39 students to 39 volunteers helping over 125 students that are struggling with English or the High School Equivalency studies.
- New Entrepreneurial Agriculture degree and certificate programs offered have increased in enrollment every year since established (Fall 2020).
- Center for Agrarian Learning (CAL) grew audiences for both in-person and virtual events/workshops, oversaw the establishment and expansion of the MCC Student Farm, and partnered with multiple county-based agencies on farm viability education.

COLLEGE AND CAREER READINESS

- Expanded the use of Career Coach to local middle schools.
- Redesigned the middle school career discovery event to include programming to meet the state requirements of the PaCE standards for our local K-12 districts.
- Expanded dual credit offerings and the number of high school students taking courses on MCC's campus (40% growth since 2020).
- Regularly met with Directors of Guidance from all high schools in the district.
- In partnership with the Office of Marketing and Public Relations, rebranded and launched the On Track Program (formerly Fast Track) to adult students.
- Awarded \$825,000 through Lauren Underwood's office to provide financial assistance to teachers earning dual credit credentials and students taking courses on MCC's campus.

TEACHING AND LEARNING CENTER

- Promoted opportunities for eLearning programs through the University of Illinois Springfield.
 - Master Online Teaching (MOT) certificate
 - Digital Accessibility for Educators (DAE) certificate
 - Master Online Leader and Administrator (MOLA) certificate
 - Open Education Resources (OER) certificate
- Provided online training for full and part-time faculty through Quality Matters.
 - Hosted on-site Applying Quality Matters Rubrics (APPQMR)- a full-day training for two cohorts
 - On-going online training opportunities for APPQMR
- Hosted yearly faculty summer book study for four years consecutively
- Sponsored four faculty Social Justice Book Study
 - A Black Women's History of the U.S.
 - An Indigenous People's History of the U.S.
 - A Disability History of the U.S.
 - A Queer History of the U.S. (ongoing this semester)
- Hosted yearly Teaching and Learning Conference for two years
- Hosted Illinois Community College Online (ILCCO) Accessibility Virtual Conference
- Hosted Development Education Mini-Conference funded by the state grant
- Hosted monthly **Faculty 4 Faculty** discussion on teaching strategy and methodology
- Hired an Adjunct Faculty Coordinator and established the first cohort of Adjunct Certification Training (ACT) program



- Hosted MCC's first Technology Expo to showcase faculty's innovative applications of the technologies the CTL supports
- Collaborated with other community colleges through the Northern Illinois Faculty Development Consortium in terms of faculty training and development
- Worked closely with the Faculty Development Team to plan and organize two Faculty Development Days – one in January and one in August each year
- Provided other ongoing faculty Professional Development opportunities through the Center for Teaching and Learning.

WORKFORCE DEVELOPMENT

- Career Services
 - o Launched a job preparation workshop series to be offered each spring and fall.
 - o Relocated and remodeled the Career Center to provide a welcoming space for student interaction.
 - o Enhanced the Career Coach platform to align with meta-pathways and empower student success as post-graduates.
 - o Received the largest Illinois College Work Study grant award in college history from the Illinois Board of Higher Education. This grant offsets the cost of wages that employers incur when providing internships.
 - o Launched a job shadow program.
 - o Launched a Micro-Internship program in partnership with Parker Dewey.
 - o MCC approved as Department of Labor Apprenticeship Sponsor and Intermediary on behalf of the employer community (Summer 2021 complete).
- Workforce Training Program
 - o Conducted annual Employer Needs Assessment.
 - o Awarded \$400,000 in Advance McHenry County funds to support skill training for incumbent workers in manufacturing.
 - o Launched a series of Industry Networking Events in partnership with McHenry County Workforce Network aligned with key economic sectors. These career-exploration events are recorded and made available to job seekers, MCC faculty, and K-12 partners.
 - o Developed -industry boot camps for individuals with barriers to employment.
 - o Introduced company-specific non-registered apprenticeship program.
 - o Worked proactively with local chambers of commerce to address the needs of their member businesses.
 - o Continued collaboration with McHenry County Workforce Network and Stateline Society of Human Resource Managers (SHRM) to introduce the six-week STEP Forward program for formerly incarcerated individuals and Disability Job Fair.
 - o Added Spanish language options for Forklift Operator Training and Food Service Sanitation Manager Certification.
- Career Training
 - o In response to employer need, launched Motorcycle Training Program in partnership with Woodstock Harley Davidson and the Windy City Motor Sports dealer group.
 - o Introduced a Medical Assistant Academy which combines CNA certification, Phlebotomy, and EKG Technician with a Medical Assistant Capstone to provide stackable certifications and multiple entry and exit points for employment.

- o Received the Job Training and Economic Development (JTED) grant from the Department of Commerce and Economic Opportunity to provide noncredit healthcare instruction and supportive services for in-school and out-of-school youth in Harvard.
 - o Collaboration partner for the execution of the Pipeline for Advancement of the Healthcare Workforce (PATH) grant targeting increased enrollment and completion for Phlebotomy, EKG Technician, and Medical Assistant.
 - o Completed the remodeling of A230 transforming a former chemistry lab to a noncredit healthcare lab.
 - o Introduced Noncredit Career Training Scholarship fund.
 - o Developed Rotary partnership to fund noncredit Career Training.
- Illinois Small Business Development Center
 - o Illinois Small Business Development Center received \$10,000 in supplemental funding Cares Act Funding to support further service enhancements to underserved business owners.
 - o Collaborated with MCC Business Department and local high school Incubator U programs to launch an annual county-wide Entrepreneurship Pitch Night.
 - o Introducing Spanish language counseling and training resources to include the introductory entrepreneurship class "Starting a Business in Illinois".
 - o Worked proactively with local chambers of commerce to address the needs of their member businesses and municipal governments.
- Community Education (Personal Development, Kids and College, Retired Adult Program, Court Programs)
 - o Collaborated with other local community colleges to co-list virtual personal development and retired adult programming to reduce the instructional cost.
 - o Relaunched Kids and College program during Summer 2022.
 - o Executed a grant from the Community Foundation for McHenry County that provided greater access to Kids and College programming for underserved communities.
 - o Introduced weekly e-last communications and direct mail postcard
- Workforce Development Divisional Accomplishments
 - o Implemented Lumens noncredit registration system.
 - o Provided introduction of Advisory Committee manual.
 - o Serve on community boards and advisory committees.
 - o Convened the Manufacturing Pathways Consortium, current membership includes 73 manufacturers, representation from every high school district within McHenry County, and 39 community partner organizations.
 - o Serving as fiscal agent for the Consortium's Rotational Internship program launched in Summer 2022. Funded for three years with a grant from Advance McHenry County.
 - o Flipped class offerings across the division to synchronous online instruction in response to the COVID-19 pandemic.
 - o Introduced the Healthcare Forum, an annual industry council gathering bringing together MCC healthcare programs, local educators, and community partners.
 - o The Manufacturing Breakfast returned as an in-person event in 2021 with record attendance.
 - o Redesigned the Middle School Career Expo to incorporate Pathways of Study and greater employer participation.

ACCOMPLISHMENTS – INSTITUTIONAL ADVANCEMENT AND DEVELOPMENT

CONFERENCE AND EVENT SERVICES

- Continue to welcome new and repeat clients on campus for in-person events.
- Welcomed 11 new clients to the Crystal Lake main campus and the Shah Center in McHenry in FY 2022.
- Increased overall event rental revenue for FY 2022 since prior to the pandemic in FY 2019.
- Resumed targeted marketing campaign and digital promotions to generate additional awareness and interest of rental spaces among community businesses/organizations and nonprofits.
- Continue to facilitate and support MCC Planetarium events, both for K-12 groups and the public. Created and built event registration platform, managing rental contracts for private community group events, and managing logistics. Since resuming the public/community shows and charging a minimal fee, all shows have sold out and revenue has exceeded \$4,000, which will go back toward purchasing new show content.
- Provided ongoing support for engagement events, including the Experts and Insights Faculty Speaker Series and K-12 partner events in multiple disciplines.
- Continued to optimize event spaces using in-person, virtual, and hybrid event options for clients, including Zoom and virtual event platform, Whova.

FRIENDS OF MCC FOUNDATION

- Grew scholarship opportunities and funding in FY 2022 and to date.
 - Increased number of scholarship awards by 269 (+ 54%) to 772
 - Increased total dollars awarded by \$205,375 (+45%) to \$663,960
 - Increased total students impacted by 256 (+54%) to 727
 - Total scholarship applications submitted to Foundation in FY 2022 increased by 206 to 792
 - All of the above are historic records for the Friends of MCC Foundation
- Established 11 new scholarships.
- Established the D&B Scholarship in FY 2021 to award up to \$10,000 per student. To date, D&B has awarded 15 students a total of \$75,843 – a \$50,000 increase over FY 2021. Two D&B students have graduated, two D&B students have withdrawn, and 11 D&B students are still enrolled.
- Awarded the Scot Success Scholarship to 270 students (\$135,000) in FY 2022. The FY 2023 budget for this scholarship is \$150,000. In Fall 2022, we have already awarded 145 students \$78,000 through this fund, an increase of over \$20,000 from Fall 2021.
- Grew Education to Empowerment (E2E) program through membership, sponsorship, and additional scholarship support.
 - Increased E2E by six to 92 members – a record level of membership. On target to reach 100 members by end of 2022.
 - Grew E2E program sponsorships to 20 for a total of \$22,000, a program record.
 - Awarded 10 E2E scholarships totaling \$100,000.
 - Hosted the first annual E2E fall luncheon in FY 2022 to fill a void created in the market for this type of women's event, raising over \$20,000 and generating six new E2E memberships.

- Received the IME Becas grant through the Consulate of Mexico in Chicago for the third consecutive year. As a result, the Foundation awarded \$17,500 to 20 students.
- Budgeted over \$700,000 in scholarships for FY 2023 – record level of scholarships.
- For the first time in history, exceeded \$100,000 in gross revenue for the annual Golf Invitational. Over \$64,000 will be allocated directly to scholarships.
 - Golf Invitational had 122 golfers, the highest level of participation in many years.
- Received over \$2,000 in proceeds from a new annual event titled Ride for Student Success– proceeds will support Motorcycle Technician and other Scholarships.
- Received several new grants to provide funding for scholarships, including Gene Haas and a second Motorola Foundation grant of \$35,000 to support First Responder scholarships.
- Achieved 15 active board directors for the first time in over 10 years.

GRANTS OFFICE

- Awarded 36 grants in FY 2022 totaling \$7,598,558 – a one-year increase of 281%.
 - Renewed Upward Bound grant in partnership with Harvard High School via competitive process (\$297,023 per year for five years)
 - \$825,000 in federal funding to enhance the quality of dual credit instruction while also increasing access for low-income students
 - New scholarship funding of \$25,000 for public safety students from the Motorola Solutions Foundation
 - \$84,150 from the USDA to conduct a comprehensive food hub feasibility study
 - \$1,693,100 from the McHenry County Board through Advance McHenry County to fund equipment and supplies for the new Foglia Center for Advanced Technology and Innovation
 - \$864,992 in funding over three years from the ICCB to improve the accessibility of early childhood educational pathways
 - Nearly \$3 million in pandemic relief funding, including direct student relief for transportation assistance, food security, academic support, and mental health services; healthcare pathway training in partnership with Harvard High School; and an expansion of MCC's student-run farm
- Implemented a new MCC mini-grant program, in partnership with the Friends of MCC Foundation
 - Awarded nine mini-grants totaling \$26,869
 - Projects will directly impact student success by providing enhanced services, supplies, or support
- Expanded post-award support for grant managers through grant kick-off meetings, assistance with required reporting, and guidance on best practices in compliance with funder regulations.





MARKETING AND PUBLIC RELATIONS

- Continued MCC “NEXT” tagline and launched secondary campaign focused on “More Than You Think” concept.
- Developed integrated marketing campaign to promote new MCC Pathways approach, including: implementation of an online and real-time catalog solution (Acalog); program and certificate sell sheets; web interactivity.
- Continued to enhance video and digital presence across a variety of program areas, including mini- advertising pieces for academic programs tied to recruitment efforts.
- Increased development and use of professional video and animation for digital signage, event support, and marketing efforts.
- Expanded the College’s digital marketing footprint, including a broader social media presence across all key platforms, with additional growth of LinkedIn and Instagram. Increased paid advertising for brand awareness and special enrollment promotions via digital channels.
- Implemented translation tool on website to fully translate any portion of content to Spanish or Polish.
- Implemented online student handbook.
- Installed environmental graphics throughout the campus, including CO/LAB spaces, Athletics, and office suites.
- Engaged in ongoing collaboration with various teams, including Admissions and Recruitment, to drive additional enrollment efforts, such as: Meet MCC; targeted student postcard campaign; MCC Palooza event; priority registration and early advising efforts; High School Friday Night Lights football presence; MCC materials reaching diverse and underserved populations.

DUPLICATION CENTER AND SERVICES

- Transitioned to using a contractual partner to service center needs, while maintaining a high level of customer service. This adjustment also enhanced the variety of print capabilities available, included technician troubleshooting, and remained cost-neutral.
- Updated print/duplication request process to use a single, online system to request and monitor jobs.

MCC STORE

- Re-opened physical, renovated store in Fall 2021; expanded sales of non-textbook items over prior years.
- Improved revenue-to-expense operations over prior years.
- Held first in-person buyback in two years in December 2021
- Promoted student scholarships benefitting the Friends of MCC Foundation with exclusive items.
- Created a selfie promotion to showcase students and employees wearing their MCC gear; participants photos were featured in the store's display window.
- Participated in Meet MCC with activities and prizes for prospective MCC students.
- Opened store to serve attendees at key events, including Commencement; Meet MCC; and People in Need.
- Piloted March Madness promotion – every Wednesday was a one-day-only new deal.
- Continued to save students 10% with Roary Rewards membership program, the only discount available on textbooks.
- Updated store website and display windows frequently to showcase new items and promotions.
- Served as a hub of information to students navigating the campus.
- Increased collaborative efforts with the Office of Marketing and Public Relations to provide advertisement around campus, in store, and on social media to highlight promotions.
- Began updating pin pads for efficiency.
- Updated mobile POS handhelds allowing for hotspots and ability to use around campus.
- Trained all store team members on processing web orders.
- Streamlined store opening process with updated automations.
- Continued textbook buyback and return process for credit.
- Explored opportunities to expand online store capabilities, navigation, and virtual shopping experience.
- Explored the textbook ordering process with a faculty team to address process inefficiencies and increase the ease of ordering for courses.
- Held the first ever Pet Pride Contest, showcasing pets wearing MCC's purple pet bandana.

ACCOMPLISHMENTS – FINANCE, BUSINESS SERVICES, AND FACILITIES

FINANCE

- Built responsible and manageable budgets consistently, and lived within our means with minimal revenue increases.
- Had clean “unqualified” audits for the last three years; no material findings and minimal Financial Aid findings with no repeat findings in consecutive years.
- Have been in compliance regarding Operating Fund Balance Ratio since Board Policy was adopted in January 2015.
- Maintained flat annual text levy since 2012, with only one year’s exception in 2019.
- Implemented only minimal tuition increases since 2019, maintaining ranking of 38th lowest tuition in the state out of 39 community colleges.
 - FY 2018 @ \$121.00
 - FY 2019 @ \$123.75
 - FY 2020 @ \$126.75
 - FY 2021 @ \$126.75
 - FY 2022 @ \$128.25
- Maintained a Composite Financial Index (excludes GASB 68 and 75 impact) ratio above the threshold of 3.00 for a healthy institution.
 - FY 2018 @ 5.50
 - FY 2019 @ 5.64
 - FY 2020 @ 4.94
 - FY 2021 @ 5.48
 - Expecting FY 2022 to be over 5 once final audited numbers are available
- Collaborated with Student Affairs to disburse student awards, including full participation throughout the College in using institutional portions of HEERF funding.
- Successful accounting for three (3) CARES Act federal pandemic funding:
 - HEERF I-CARES \$2,254,053
 - HEERF II-CRRSA \$5,209,014
 - HEERF III-ARP \$9,323,925
 - Of the total amount of the grants, approximately half was to be used directly for student support and aid with the remaining portion to be used for institutional needs to support online or remote learning efforts.
 - The full required portion of all the student funds under all three grants were expended starting in FY 2020 and continually distributed to the students through FY 2022. Any remaining unencumbered institutional portions to be distributed in FY 2023.
 - The full required portion of the student funds was fully expended in FY 2022.
 - All required reporting of HEERF and GEER funding has timely completed for both Federal and State purposes as well as requested reporting to ICCB. Reporting is still on going for both agencies as required or requested.
 - Successfully received an extension on the HEERF funds through June 30, 2023 that will allow the College to distribute funds into FY 2023.

BUSINESS SERVICES

- Hired new Director of Business Services in Spring 2022 after prior individual's retirement.
- Processed new bid for Student Farm expansion.
- Updated lease agreement on our three buses for an additional year.
- Updated contract with RJB (maintenance contract) for an additional two years.
- Partnered with Academic Affairs CTE team on purchasing of Foglia CATI equipment.
- Ordered self-tests for COVID-19 to allow the SHIELD site to be discontinued.

FOOD SERVICES/MCC CAFÉ

- Transitioned MCC Café services to meet new demands of the pandemic.
- Implemented new touchless vending machines to allow food service to stock all the same entrees in the machines safely and store food for customer pickup – reducing the need for face-to-face interaction while effectively maintaining service level and a variety of options, especially for after-hours customers.

FACILITIES PLANNING AND MANAGEMENT

- CDB Projects
 - Coordinated management of Foglia CATI project (in progress).
 - Oversaw Access Roadway/Loading Dock project (near completion).
 - Oversaw Ring Road Project (in progress).
- General Projects
 - Acquired radio property, ~29 acres for college expansion.
 - Oversaw installation of new Shed Building to replace existing storage sheds.
 - Built new pump house.
 - Replaced LED light replacement projects in Buildings A, B, and C.
 - Patched dock surface area and repaired service area fencing (in progress).
 - Installed sneeze barriers across campus due to COVID-19, and subsequently removed.
 - Supported wayfinding sign installation.
 - Installed new roof on Building D.
 - Renovated and extended Parking Lots E and F; fully renovated Parking Lot C.
 - Completed several post-Liebman Science Center backfill renovation projects, including several classrooms, offices, and a gender-neutral restroom.
 - Renovated MCC Store, Student Services corridor offices, and MCC Café vending.
 - Created three CO/LAB (Buildings A, B, E) to support Title III effort.
- Water Projects
 - Replaced one of the original (1974-75) fire hydrants near the MCC Greenhouse.
 - Demolished interior of the decommissioned pump house.
 - Upgraded various restrooms with water saving fixtures.
 - Installed epoxy flooring installed in select restrooms.
 - Replaced the water heaters in classroom.
 - Replaced the pumps and control panel for the loading dock lift station.
 - Worked on CAL plumbing and irrigation.
 - Installed additional Water Bottle Filling stations.
- Academic Projects
 - Created new Kiln Shelter Roof (in progress).
 - Developed high tunnels and Wash Station building for Center for Agrarian Learning program.
 - Expanded Student Farm, including landscaping, paving, and planter boxes.
 - Built new greenhouse to replace existing structure.
 - Renovated Math Suite renovation.



LIEBMAN SCIENCE CENTER

ACCOMPLISHMENTS – HUMAN RESOURCES

- Successfully processed over 100 SURS events for employees beginning their career with MCC, and those leaving the College or entering retirement.
- Compiled and analyzed data to identify focus areas for College-wide DEBI initiatives; data compared MCC data with U.S. Census data to get a picture of where MCC stands in relation to the community we serve.
- Compiled and reported human capital management data to CUPA-HR. Participating in this process allows the College to receive benchmark and targeted salary data to ensure our salaries are in alignment and competitive with other higher education institutions, and to reduce biases and discrepancies that could be imposed on our diverse employee candidate pools and within our current employee population.
- Successfully launched a Chosen Name option for our employees and students, helping to provide a safe and respectful learning and working environment for our LGBTQ+ community.
- Continued the process of bringing HR records into the digital era. Offered onboarding and current employees all forms in electronic formats to provide an easy and streamlined procedure. Electronic forms provide support to employees with accessibility concerns.
- Processed tactical software activities to manage the College's response to the Governor's COVID mandates, which supports health and safety efforts for both employees and students.
- Implemented "passive" benefits election process for 2022 Open Enrollment period; allowed employees who wished to keep their benefits the same from 2021–2022 to bypass the election process, saving them time.
- Increased available benefits information on myMCC HR/Benefits page, which allows employees who prefer "self-service" model of information gathering and review access to additional information.
- Re-designed new-hire benefit election form to improve employee onboarding experience; streamlined six separate forms with repeated requests for same information into one document, with one request for data.
- Continued regular/targeted communications with employees regarding employee benefits they receive through their employment with MCC.
- Executed annual onsite and offsite biometric screening events, which provides:
 - o Employees with information that can be used to improve personal and family members' health, possibly resulting in lower healthcare costs to the employee and to MCC
 - o MCC with information that may be useful when reviewing benefit plan design for the coming plan year, helping to ensure our plans provide coverage/care that meet specific employee/dependent healthcare concerns
- The Office of Marketing and Public Relations (OMPR) has provided HR with an employment landing page on the official www.mchenry.edu website. This new employment page is being developed in consultation with OMPR to provide information to those visiting to explore employment opportunities with the College.
- Worked closely with IT to transition new-employee technology setup to IT to ensure that new employees experience a seamless onboarding when using technology resources.

- Engaged with a variety of new employees using onboarding strategies and MCC values to help them feel welcomed into the College. Used MCC's value of connectedness with employees to ensure that they feel confident in starting their new roles by providing campus tours, meeting with different staff and administrators, and keeping up with new hire 30-60-90 day employee/supervisor check-ins to ensure that new employees are settling into their role, their department, and the College successfully.
- Coordinated over 200 employee/supervisor check-ins for new employees. This allowed employees and supervisors the opportunity to discuss performance and general work satisfaction. 100% participation received from both employees and supervisors.
- Successfully negotiated a Faculty Association rollover contract.
- Continued to support MCC's COVID response effort.
- Implemented staff and administrator telework Friday/Monday program.
- Successfully hired or transferred 88 employees into new roles, including 38 adjunct instructors, 2 Faculty, 8 administrators, and 42 staff since October 1, 2021.
- Worked closely with CFO to improve the budgeting process around personnel.
- Hired Director of Employee Development in preparation for professional/employee development programming starting in 2022.



ACCOMPLISHMENTS – STUDENT AFFAIRS

ACCESS AND DISABILITY SERVICES

- Assigned Access & Disability students Day 1 priority registration to coordinate academic scheduling and support.
- Used CARES Act Title III funding for Access and Disability Services, which increased due to COVID-19.
- Implemented an e-SARS student-driven system for online scheduling of ADS subject tutoring appointments.
- Invested in the Accessible Information Management (AIM) system to improve ADS's data management and communications with students and faculty.
- Collaborated to implement Kurzweil software for students with test-reading accommodations.

ADMISSIONS AND RECRUITMENT

- Re-imagined a series of prospective student events to maximize awareness and involvement, including: MCCPalooza and Senior Day Off; Pre-Orientation Sessions at the high schools; and Meet MCC (formerly MCC Night).
- Added sessions in Spanish to many recruitment events and presentations, helping to inform parents and families.
- Collaborated with Upward Bound and ISAC to provide informational sessions and workshops in both English and Spanish.
- In partnership with Marketing and Public Relations, sponsored Mexican Independence Day celebration in Woodstock as recruitment and outreach event.
- Contacted students who haven't taken a class in the last five years, completed 45 or more credit hours, degree seeking, not enrolled in a current term.
- Coordinated New-Student Calling campaigns and postcards – 3-10 days after a student has been admitted, they receive a phone call from a New-Student Enrollment Coach and are mailed a faculty postcard matching their program of study (or similar).

ADVISING AND NEW-STUDENT ORIENTATION

- Returned to an in-person orientation format, with 804 new students in attendance throughout the summer. A total of 1,190 students completed online New-Student Orientation between April–August 2022.
- Worked with the Office of Marketing and Public Relations to enhance marketing and promotional efforts and materials.
- Transformed an office into a larger Advising meeting room which is used frequently by all advisors when students bring parents, children, and other support.
- Success Coaches transitioned to CO/LABS to support MCC's Pathways Initiatives.
- The Fast Track program began the transition to the On-Track program, which will launch in Spring 2023. On-Track will be a cohort model program for "working-first" students pursuing their AAS in Business and/or Marketing. Classes will be held online and in the evening.
- Held 5,680 student appointments in Advising for 2021-2022 academic year, with an average wait time of 11 minutes.

ATHLETICS

- Upon application, all Student-athletes are assigned to Coordinator of Student-Athlete Academic Success as advisor.

- Implemented SARS program for student-athletes to set up advising appointments.
- Continued collaboration with faculty and academic resource staff in providing tutoring/mentoring opportunities.
- Achieved a 2021-2022 program GPA of 3.04.
- Celebrated numerous awards and designations:
 - o 29 Academic All-Americans
 - o 5 teams earned NJCAA Academic Teams of the Year
 - o 3 Conference Champions
 - o 15 All-Region Honorees

STUDENT ENGAGEMENT AND SUPPORT

- Provided in-person, individual mental health support and referrals to 27 students.
- Continued to grow opportunity with Talkspace to provide online therapy to students at no cost to them; within one year, there have been approximately 200 users.
- Distributed funds raised by the Friends of MCC Foundation through the Student Success Fund.
- Continued a partnership with the Crystal Lake Food Pantry.
- Tracked all confirmed student COVID-19 cases and contact traced all student exposures on campus.
- Contracted with local counseling center, Samaritan Counseling, to provide on-campus counseling to students and education/outreach to students, faculty, and staff 15 hours per week.
 - o 47 individual students received counseling
 - o 3 QPR trainings (24 individuals)
 - o 2 Critical Incident Stress Debriefings (20 students)
 - o 7 Stress Management Group Sessions (8 students)

FINANCIAL AID

- Migrated additional processes to automated, electronic format for easier accessibility and completion.
- Revamped MAP Grant requirements from all students submitting Proof of Illinois Residency every year, to waiving the submission for students whose documentation continues to be valid.
- Increased our campus-based funding allotment for students.
- Transitioned from a reactive response to student questions to a proactive, outreach-based culture, which prioritizes phone and email campaigns, text messages, and workshops.

REGISTRATION & RECORDS

- Removed past-due balance as a barrier to students accessing official transcripts for employment purposes.
- Partnered with Access and Disability Services to include students registered with ADS in priority registration.
- Developed and launched Dean's Special Request Softdocs form to enhance efficiency and partnership efforts with Academic Affairs.
- Implemented self-service faculty grading.

RETENTION

- Connected faculty with Student Navigators to identify students who may need extra support and additional reach-out for student success.
- Updated the Student Navigator model.
- Implemented a ten-course CFC pilot to intentionally contact at-risk students to connect with their faculty, assigned advisor, and appropriate resources to improve retention.
- Made courtesy check-ins to students enrolled in a previously failed course.
- Launched and managed CARES Act and HEERF funded programs:
 - Food Insecurity-COVID Relief Café Card
 - Transportation Insecurity-Collaboration with both MCRide and Uber
 - Technology Insecurity-provided laptops to those students who lack reliable technology to be successful
- Added new staff positions for Academic Support coaching who provide wraparound support to students.
- Used CARES Act Title III funding used to meet student's technology needs due to COVID-19.
- Created College Foundation Course team to review ways to retain students via intervention resources and techniques who are enrolled in high withdraw, drop, incomplete courses.
- Reviewed retention software options for implementation.

SAGE LEARNING CENTER (TUTORING)

- Increased partnerships with various Student Affairs areas.
- Expanded academic support services with the successful implementation of TutorMe, online tutoring platform.
 - Added services include access to 300 course contents available 24/7
 - Bilingual Tutoring available in 47 languages to our students with language needs
 - Intentional partnerships will be created with faculty who teach courses our Sage Learning Center does not offer tutoring in, and those instructors will be offered the opportunity to serve in a cohort to give all their students access to TutorMe. With this effort we will enroll approximately 300 students to access TutorMe online tutoring services.
- Worked with Access and Disability Services and Adult Education on identifying English Language Learner students who are struggling with language and/or disability barriers and connecting those students to the appropriate services among these three departments.
 - Created a referral guide to share across the division, which highlights how departments across campus support our English Language Learners and provide them support.
 - Referred many of the students served in Access and Disability Services office to Adult Education for additional language support.

STUDENT DIVERSITY AND INCLUSION

- Created new Student Retention programs aimed at helping enhance the connection and resources for undocumented students.
- Offered various virtual conference opportunities to students.
- Provided intentional programming around students' diverse identities:
 - Meaningful Meals (2/24/22: 40 in attendance; 3/9/22: 65 in attendance)
 - Global Gala (over 100 in attendance at various events throughout the day)
 - Poster Campaigns for identity-focused months
- Worked with Marketing and Public Relations and Conference and Event Services on new celebratory events to honor diverse groups.
- Created new Interfaith Reflection Space.

STUDENT LIFE

- Collaborated with Student Diversity and Inclusion Office on various activities, including support for Meaningful Meals and the new Interfaith Reflection Space.
- Worked with student clubs/organizations provided high impact, campus award-winning programs for students, including Phi Theta Kappa's karaoke fundraiser for clean water and the Autism Acceptance Club's Autism 101 event, which raised awareness of autism and neurodiversity.
- Partnered with Sociology department to provide a cultural field trip through Chicago's diverse neighborhoods to Sociology classes and other students.

TESTING CENTER

- Administered over 23,194 tests since 2018.
- Participated in Opening Day Resource Fair and New-Student Orientation.
- Collaborated with Upward Bound students to schedule CLEP exams.
- Ran ALEKS Math Practice Test events in collaboration with CO/LAB Success Coach team and tutoring.
- Worked with Marketing and Public relations to update the website to include Multiple Measures, making it more accessible for students to sign up for exams.
- Worked with Marketing and Public Relations to create a QR code poster so students can sign up using their phones.
- Created a more welcoming, inclusive environment, with positivity stickers, mints/candy, and chair bands to reduce anxiety and stress.
- Collaborated with Adult Education to bring back GED testing (post-COVID-19).
- Collaborated with D155 for ALEKS Math Placement and Spanish Placement testing.
- Expanded office hours on certain evenings to accommodate students with evening classes or those in need of rescheduling appointments.

UPWARD BOUND

- Implemented virtual job shadow program for all students.
- Allowed all students access to Tutorme.com 24/7 tutoring services.
- Provided opportunities for virtual advising meeting with all students.
- Grew new volunteer opportunities for students within the community.
- Established system for students to accumulate volunteer hours.
- Created community-backed mentorship program with monthly connections.

ACCOMPLISHMENTS – TITLE III: STRENGTHENING INSTITUTIONS GRANT

MANAGEMENT OF GRANT

- Oversee the administration/implementation of the Title III grant, which has a focus on increasing student engagement. Includes: meta-pathways; guided pathways portal; program and certificate sell sheets; student Pathway Centers; updated and re-focused catalog.
- Worked closely with Academic Affairs, Advising, and Marketing and Public Relations teams on all efforts, including development of meta-pathways, programs of study, web portal, online and on-demand catalog, and completed program and certificate materials.
- Completed important progress updates to Department of Education, and conducted annual external evaluations.

PATHWAYS DEVELOPMENT

- In collaboration with Academic Department Chairs, developed academic pathway sequences for all associate's degrees.
- In collaboration with various departments (Student Affairs, Academic Affairs, Marketing and Public Relations), revised MCC Pathways to align with school district categories; hosted informational sessions for employees; developed and shared sell sheets; and created dedicated space on the MCC website, complete with functionality linked to Self-Service for student registration.
- Worked with Marketing and Public Relations to add career exploration on each Pathway webpage, and integrated Career Coach into materials.

ALIGNMENT WITH COLLEGE OPERATIONS

- Integrated Pathway focus into numerous campus, community, and P-20 programs to promote Pathways, including an annual "Pathways to your Career" series; commercials by Pathway featuring MCC faculty; highlights/updates at key events; and organizing a Middle School Career Expo by Pathway.

COLLABORATION OPPORTUNITIES

- Partnered with Admissions, Advising and New-Student Orientation, and Marketing and Public Relations to update in-person student engagement opportunities and supporting materials by organizing content around Pathways.
- Sponsored new Appreciative Advising effort.
- Worked with Retention team to oversee Student Navigator process during COVID-19 and assist with calling campaigns.
- Worked with various standing committees, including: Excess Credit Examination; Developmental Education Exploration; Retention Recommendation Software Team; Gateway/College Foundational Courses; and Pathways/ Learning Community/ MCC 101 Link.
- Partnered with Information Technology and Student Affairs to expand the reach of software that enhance the student experience, including: MCC student-issued email; Career Coach; Talkspace; Recruit; Acalog online catalog; Curriculum online tool to display new pathways, certificates; and retention software.



ENHANCED STUDENT CONNECTION

- Developed a plan for CO/LAB operations and programming.
- Identified and promoted important resources and programs held in CO/LAB spaces, including faculty conference hours, student support presentations, and special events.

HIGHER EDUCATION EMERGENCY RELIEF FUNDING (HEERF) SUPPORT FOR PROGRAM GROWTH

- Pathway Scholarship for noncredit programs
- Welding and Machining social distancing and accommodations and materials
- Funding for Nursing instructors (noncredit, Summer 2022)
- Harley Davidson partnership
- Food MCC Café COVID-relief cards
- Transportation support through MC Ride and Uber partnership
- Technology support: laptop disbursement and Verizon Jet Packs (Hot Spots)
- Talkspace
- Access and Disability Services tools: UbiDuo; smart pens; iPads; laptops; Closed Caption software
- TutorMe (future funding)

ACCOMPLISHMENTS – INFORMATION TECHNOLOGY

GENERAL OPERATIONS

- Created an IT Project List, collapsing several listings into one comprehensive listing and providing deeper insights into both priorities and resource allocation.
- Launched student email system and MS 0365 with employees and students to maximize operational effectiveness and communication tools.
- Overhauled the College's administrative CORE team to ensure correct representation from across the College as it relates to key administrative systems used campus-wide.
- Established a data governance team, whose role is to ensure the comprehensive understanding of data elements as they are used across campus, including development of data standards.
- Relocated IT Help Desk to the library to increase access and service levels.
- Customized course catalog search abilities to make it easier for students to search for classes, allowing them to search by modality.
- Implemented a new administrative testing procedure and tool, allowing for a comprehensive testing of key administrative systems before the updates are put into production. This provides for across campus go/no go decision making and post update confirmation, minimizing disruption for employees and students on Monday mornings.
- Replaced network infrastructure (including all hardware) to better support the increasing use of cloud-based computing.
- Implemented Multi-Factor Authentication in a test environment in preparation for a wider rollout, adding a layer of security to logging in to various systems and improve the security of individual credentials.
- Updated the Acceptable Use of Technology Resources guidelines to better reflect current processes and requirements.
- Increased network wireless speeds to improve student and staff experience with laptops and mobile devices.
- Upgraded the operating system of all production Colleague servers.
- Upgraded Outlook email and fine-tuned features to provide a better, more functional user experience including user-defined forwarding and retention of deleted items.
- Arranged for Microsoft Teams training and assisted with the adoption of the Teams, Chat, and file sharing capabilities.
- Upgraded the Internet service at the Woodstock Welding Center to 1gb to better serve faculty and students.
- Expanded the Unified Messaging service (voice mails delivered to email) to more than 100 new users.
- In support of new Telework policy, deployed more than 150 laptops with SoftPhone capability and provided training to new users on how to use the software.
- Implemented DocuSign for Finance and CLC to allow for a more streamlined process of gathering parent signatures.
- Expanded the Single-Sign On service to include Acalog (new online catalog tool).
- Formalized and implemented a Change Control process and submission procedure to better track and review proposed changes to production environments.
- Supported the Chosen Name initiative and made changes to Self Service and other processes to allow for the submission of chosen names.

- Implemented new firewall appliances and software at the Main and Shah campuses to improve network security.
- Supported the College's new entrance process, both at the SHIELD Illinois testing site with technology needs, and at college entrances.

SELF-SERVICE UPDATES

- Made changes to Colleague Student Self Service, Employee Self Service, and Academics Self Service to improve efficiencies and promote more effective usage of the software.
- Implemented Lumens API (used for noncredit students) to ensure a more accurate flow of data from Lumens to Colleague.
- Created a popup for online registration to ensure that COVID-related rules are known to all registering students.

CLASSROOM/SPACES TECHNOLOGY UPGRADES

- Completed classroom technology upgrades in Rooms A223, E108, A345, A361, and A363.
- Installed a digital lightboard in Academic Affairs.
- Upgraded the in-room and remote audio-conferencing equipment in A112.
- Installed a television in board room for improved viewing of presentations.

DIGITAL FORMS

- Upgraded SoftDocs, MCC's digital forms software; forms were developed to improve operational efficiency and customer service in collaboration with HR, Advising, and other departments.

SECURITY

Security continues to be a primary focus of attention for the IT team. Here are recent activities to date:

- Completed projects to use Citrix MDM to manage mobile devices and replace endpoint security software with Sophos, resulting in a more secure computing environment.
- Completed security and vulnerability scans from both an internal and external perspective.
- Made updates to the MCC Café's system (Aloha) to ensure PCI compliance.
- Provided technology support for secured technology resources prior to and during President Biden's visit to MCC.
- Implemented Phishing educational campaigns to increase user familiarity with phishing threats.

ACCOMPLISHMENTS – CAMPUS SAFETY

- Engaged in multiple continuing training efforts throughout the year – both hands-on and online.
- Completed required and volunteer training modules as a police force and individually to support a safe, healthy, and respectful campus environment.
 - o Mental Health
 - Responding to People with Mental Illness
 - Trauma Informed Response to Sexual Assault/Abuse Overview
 - Mental Health First Aid USA
 - Critical Incident Team/Mental Health
 - Mental Health Awareness
 - Officer Mental Health Well Being
 - o Biased Based
 - Hate Crimes
 - Illinois Human Rights Act
 - Biased Based Police
 - o Use of Force
 - Active Shooter Training
 - MEGGITT Scenario Based Training Simulator
 - Use of Force/Use of Force with a Firearm Overview
 - Weapons Training
 - Defensive Tactics
 - Handcuffing
 - o Procedural Justice/Ethics
 - Active Shooter Training
 - Ethics and Justice
 - Illinois Human Rights Act
 - College and University Domestic Violence
 - Sexual Harassment Definitions and Prevention
 - Ten Essential Actions to Improve School Safety
 - Procedural Justice
 - Human Trafficking
 - o Cultural Competency
 - Dealing with Variant Behavior
 - Cultural Competency
 - o Law Updates
 - o United States Supreme Court Law Updates
 - o Court Smart Legal Updates



INSTITUTIONAL GOALS PROGRESS

McHenry County College's primary institutional goals guide the development of strategies and tactics, and the allocation of resources. These institutional goals support MCC's ongoing commitment to research-based continuous improvement and the institutional mission of student success.

1. Create accessible, high-impact student-focused services, interventions, and facilities that increase student engagement, completion, and career readiness.
2. Develop and execute transparent strategies for generating and sustaining financial resources necessary to drive College innovations and operations.
3. Deliver agile, secure, cost-effective, and sustainable infrastructure and technology solutions to drive institutional innovation and empower a positive learning and work environment.
4. Attract, retain, engage, and value diverse and dynamic faculty, staff, and administrators who are committed to excellence in our ever-changing context.
5. Strengthen collaborations with the community and local industry to ensure that all College efforts are focused on improving the quality of life and economic development for those individuals who learn with us.
6. Inspire and challenge students in every learning experience through the careful professional expertise of faculty who engage and support students, and expect high levels of learning.
7. Articulate the College's key value propositions in order to strategically increase community engagement and support, improve enrollment, and prepare the next generation of learners.
8. Develop effective strategies in all our interactions with students and each other that welcome and value our diversity.



PROGRESS – GOAL 1

Create accessible, high-impact student-focused services, interventions, and facilities that increase student engagement, completion, and career readiness.

Strategy: Improve awareness of Mental Health concerns and suicide prevention.

Department: Crisis Intervention & Prevention

- Purchased annual subscription to Talk Space, an asynchronous therapy service available for free to all our students. Within one year, we have approximately 200 registered users.
- Used grant funds to contract with Samaritan Counseling to have a licensed therapist on campus twelve hours a week to provide direct service to students and assist department.

Strategy: Create new programs for career readiness.

Departments: College and Career Readiness; Career Services

- Created a post-associate's certificate program for Cancer Registry Management. The certificate is designed to foster education and specialized training in healthcare.
- Career Services launched job prep workshop series offered each spring and fall.
- Remodeled the Career Services Center to provide a more welcoming atmosphere for students and community members.

Strategy: Develop and pilot the use of the Career Coach system to empower student success as post-graduates.

Departments: Workforce Development; Marketing and Public Relations

- Embedded Career Coach in MCC 101.
- Aligned Career Coach Career and Program Browse options with MCC Pathways categories.
- Revised Career Coach institutional branding.
- Included Career Coach employment data on degree information pages.

Strategy: Develop creative programming/initiatives targeted toward high school students who have applied to MCC, but not registered for classes.

Departments: Admissions and Recruitment; Marketing and Public Relations

- Launched MCCPalooza and Senior Day Off – opportunity for seniors who have the day off of school on statewide testing day to complete tasks in preparation for enrollment, such as online pre-orientation, FAFSA, placement tests, schedule intake with ADS, FERPA release form, etc.
- Hosted Pre-Orientation Sessions at the high schools – each school gets a list of their students who have applied to MCC and we go to the high school and answer questions, walk them through next steps, etc.
- Initiated calling campaigns and direct marketing postcards – 3-10 days after a student has been admitted, they receive a phone call from a New Student Enrollment Coach and are mailed a faculty postcard matching their program of study (or similar).
- Hosted Scholarship workshops with topics including: how to complete the application, how to find external scholarships, how to write a scholarship essay, and how to request a letter of recommendation.
- Moved Meet MCC (formerly MCC Night) community event to the spring semester to better align with the needs of new and prospective students.

Strategy: Develop strategies to improve the academic engagement of students in the learning process.

Departments: Academic Development; Pathways; Marketing and Public Relations; Information Technology

- Oversee the administration/implementation of the Title III, which is focused, in part, on increasing student engagement. Includes: meta-pathways; guided pathways portal; program and certificate sell sheets; student Pathway Centers; updated and re-focused Catalog.

Strategy: Engage MCC Alumni to serve as advocates and recruiters for the College.

Departments: Advancement and Development – Foundation; Marketing and Public Relations

- Continue to identify key alumni (recent and past) to engage at key events and opportunities, including: Commencement; Meet MCC; fundraising events; recruitment events.
- Working on establishment of CRM system to house alumni data; consideration of dedicated alumni liaison.

Strategy: Ensure class offerings meet student demand and allow students to maximize credit hours/term using business intelligence.

Department: Academic Affairs

- Deans and Department Chairs worked collaboratively to schedule classes to meet demand and remove as many scheduling barriers to prerequisites as possible.
- Implement strategic 12-week course offerings for high-demand courses to allow late decision students additional registration opportunities.
- Monitor course enrollments by mode and add additional sections in the mode most desired by students.

Strategy: Grow both existing and new scholarship opportunities (credit and noncredit).

Departments: Foundation; Pathways

- Created additional funding opportunities for scholarships focused on underserved student populations (ex. IME Becas, D&B Scholarship).
- Developed Pathways Scholarships through collaboration with Career Tech using COVID relief funding (HEERF).
- Introduced Noncredit Career Training Scholarship fund.
- Developed Rotary partnership to fund noncredit Career Training.

Strategy: Improve retention of Student Athletes.

Department: Athletics

- Upon application, all Student-athletes are assigned to Coordinator of Student-Athlete Academic Success as advisor.
- Implemented SARS program for student-athletes to set up advising appointments.
- Continued collaboration with faculty and academic resource staff in providing tutoring/mentoring opportunities.

Strategy: Improve retention through analysis of courses and course sequencing.

Department: Academic Affairs

- Purchased Curriculog to streamline process of program and course approvals.
- Departmental analysis of prerequisite courses to remove barriers when appropriate.
- Allied Health and Biology Departments created a new anatomy and physiology course specifically geared towards PTA and OTA students to reduce the total degree credit hours which reduces the length for these two programs.

Strategy: Increase enrollment and retention via increased access to enrollment process with expanded technology.

Departments: Student Affairs; Human Resources; Information Technology; Finance

- Completed scanning of all student paper file folders allowing fully electronic access for staff.
- Continued upgrades to Self Service facilitating student navigation including the ability to update personal information and the opportunity to add a chosen name and preferred pronouns.
- Assignment of MCC student email to students advances communications and minimizes undeliverable emails.
- Suspended tuition due dates granted students additional flexibility with paying tuition.
- Access & Disability students are now assigned Day 1 priority registration to coordinate academic scheduling and support.

Strategy: Increase student retention at MCC by streamlining policies and procedures.

Department: Student Affairs; Academic Affairs

- Created and modified a process to utilize multiple measures (GPA, SAT, PSAT) for placement into courses which has eliminated the barrier of placement testing for multiple students.
- Implemented faculty grading in Self Service and published deadlines accelerates the grading process and posting of grades to student transcripts.
- Developed a web app for Academic Affairs usage advances planning class sections.
- Used 10th day report as a tool to determine potential at-risk student and send communication.
- Added online services (in addition to face-to-face) in various areas, including: Class registration permits; prerequisite waivers; advising; financial aid meetings.
- Confirmed course section numbers help students identify the type of course they are trying to locate: Twofer, Developmental, Co-requisite, On Track, Dual Credit.

Strategy: Increase student retention by improving the clarity of student pathways toward completion.

Departments: Pathways; Marketing and Public Relations

- Guided Pathways are now led by the Title III team working closely with both Academic Affairs and Advising.
- Established Meta-Pathways.
- Worked with Chairs and Deans to establish and finalize sequencing of programs of study.
- Completed and launched Guided Pathway web portal.
- Completed program and certificate sell sheets.
- Adopted new online catalog, including Pathway sample semesters.
- The Learning Community Pathway team was created to develop a learning community within an established pathway to be taken during the first year. In addition, an MCC 101 section connected in content to the pathway is offered (pilot in Fall 2023).

Strategy: Increase student retention via timely identification of and intervention with at-risk students.

Departments: Student Retention; Academic Affairs; Marketing and Public Relations; Information Technology

- Faculty worked with Student Navigators to identify students who may need extra support and additional reach-out for student success.
- Updated the Student Navigator model to reflect the new position hire.
- Student Affairs and Academic Affairs partnered to implement a ten course CFC pilot to intentionally contact at-risk students to connect with their faculty, assigned advisor, and appropriate resources to improve retention.
- Sent all students marked as non-attending an email to connect with their instructor or check their class schedule.
- Made courtesy check-ins to students enrolled in a previously failed course.
- Launched and managed CARES Act and HEERF funded programs:
 - Food Insecurity-COVID Relief Café Card
 - Transportation Insecurity-Collaboration with both MCRide and Uber
 - Technology Insecurity-provided laptops to those students who lack reliable technology to be successful
- Used CARES Act Title III funding for Access and Disability Services, which increased due to COVID-19.
- Added new staff positions for Academic Support coaching who provide wraparound support to students through 1:1 weekly sessions, during which the coaches provide case management, campus and community resources, and executive functioning skills tutoring.
- Used CARES Act Title III funding used to meet student's technology needs due to COVID-19.
- Created College Foundation Course team to review ways to retain students via intervention resources and techniques who are enrolled in high withdraw, drop, incomplete courses.

Strategy: Invest in communications tools and technology to provide easy access for students.

Departments: Access and Disability Services; Testing Center; Marketing and Public Relations

- Implemented an e-SARS student-driven system for online scheduling of ADS subject tutoring appointments.
- Invested in the Accessible Information Management (AIM) system to improve ADS's data management and communications with students and faculty.
- Collaborated to implement Kurzweil software for students with test-reading accommodations.

Strategy: Remove Students' Financial Barriers.

Department: Student Affairs; Foundation

- Addressed food insecure students through a variety of solutions.
 - MCC provides food assistance to MCC students who have difficulty accessing enough food for an active, healthy life. Students have access to the Crystal Lake Food Pantry.
 - Number of MCC Café Cards Dispersed: 280+
- Addressed transportation insecure students through:
 - MCC provides free rides (between 7 a.m.–7 p.m.) to and from campus for classes or MCC events through a partnership with MCRide and Pace. MCRide is a dial-a-ride service providing curb-to-curb, wheelchair-accessible shared ride transportation. Uber is also available through an application process.
 - Number of MC Rides: 1,600+
- Addressed needed technology:
 - MCC has a limited number of brand-new laptops for students in need who meet the eligibility requirements. Approval is required.
 - Number of Laptops Distributed: 350+
- Addressed student financial challenges:
 - Over \$100,000 in Student Success Fund dollars distributed to approximately 200 students.
 - Since Spring 2020, distributed 11,465 student Purple Pride Relief Fund (HEERF) awards totaling \$9,677,616 dollars.

Strategy: Provide a Triage/Drop-in Advising Center for students during peak advising times.

Department: Academic Advising

- Re-organized reporting structure within Student Affairs for Student Success Coaches and On-Track staff to be a part of the Advising Team. Staff have advising caseload and provide additional support during peak times.
- Assigned Coordinator of Student Athlete Success an advising caseload of all student athletes and provides additional advising support during peak times.
- Greatly expanded on the New Student Scheduler training as part of New Student Orientation (NSO). Staff, faculty, and administrators across divisions are trained to assist new students in selecting their class schedules during NSO and provide triage support during peak times.

Strategy: Conduct a pilot retention alert system that measures outcomes, with the goal of increasing the number of faculty that use system.

Departments: Student Retention; Pathways

- Continue to implement Student Navigator triage support for students and faculty.
- College-wide team created to review and select student retention software, with pending pilot implementation goal of Spring 2023.

Strategy: Provide collaborative and quiet study spaces to support learning outside the classroom.

Departments: Academic Affairs; Student Affairs

- Completed the renovation of three areas on MCC's campus for student group engagement and quiet study opportunities (CO/LAB A, B, and E).
- Staffed all three CO/LABS to host student and academic activities.

Strategy: Create fully functional online services and programming that will support the students of the Upward Bound program, while continuing to meet the objectives of the grant.

Department: Upward Bound

- Implemented virtual job shadow program for all students.
- Allowed all students access to TutorMe.com 24/7 tutoring services.
- Provided opportunities for virtual advising meeting with all students.

Strategy: Effectively launch and communicate benefits of Student Email accounts.

Departments: Information Technology; Student Affairs; Marketing and Public Relations

- Successfully migrated MCC student email from Google to Microsoft O365.
- Provided all students with @students.mchenry.edu email addresses, and current students were given access to Office Online and Office downloads for personal computers and devices.
- Collaborated with Office of Marketing and Public Relations on a campaign to drive awareness and adoption.



PROGRESS – GOAL 2

Develop and execute transparent strategies for generating and sustaining financial resources necessary to drive College innovations and operations.

Strategy: Deliver successful annual financial audits with few to no material or significant deficiencies. Successfully maintain the annual Composite Financial Index ratio above the 3.0 threshold. Produce annual budgets that maintain compliance with Board Policy 2.1.5.1.

Department: CFO/Treasurer and Finance

- Continued clean audit results.

Strategy: Align the budgeting process with the College's Master Plans and Strategic Plans.

Department: CFO/Treasurer and Finance

- Orchestrated opportunities for input in developing a budget proposal, involving employees in incorporating ideas for efficiencies, savings, and initiatives that can promote student success.
- Mapped all new spending back to one or more institutional goals to ensure alignment with strategy and direction.

Strategy: Oversee negotiation of all contracts into which the College enters.

Department: CFO/Treasurer and Finance

- All contracts were fully reviewed, negotiated, and all insurance requirements were to ensure all language was proper and acceptable to the College.

Strategy: Secure grant funding to support College initiatives, leading to student success.

Department: Grants

- In FY 2022, grant funding increased by 281% over prior year due to a combination of repeat and new grant awards aligned with the College's mission and institutional goals.

Strategy: Create opportunities for new/pilot program funding.

Departments: Grants, Foundation

- Developed new mini-grant program available to college offices, encouraging innovative ideas and alignment with college strategy.

Strategy: Grow financial assistance opportunities that increase student access.

Departments: Foundation

- Grew new scholarship opportunities and increased number of awards, which impacted more students for FY 2022.
- Created scholarships that specifically addressed the needs of underserved populations.
- Awarded Scot Success Scholarships to 270 students (\$135,000), an increase of \$20,000 over prior year.
- Budgeted over \$700,000 in scholarships for FY 2023 – record level of scholarships.
- Received several new grants to provide funding for scholarships, including Gene Haas and a second Motorola Foundation grant of \$35,000 to support First Responder scholarships.

Strategy: Increase revenue opportunities based on changing customer demand.

Departments: MCC Store; Conference and Event Services

- Developed a new, tiered pricing structure for event and space rental based on various sectors of business.
- Identified new, virtual ways to accommodate event requests during COVID-19 pandemic when in-person meeting space was not being used.
- Re-prioritized buying and merchandising strategy in MCC Store to offset shift in textbook purchases.



PROGRESS – GOAL 3

Deliver agile, secure, cost-effective, and sustainable infrastructure and technology solutions to drive institutional innovation and empower a positive learning and work environment.

Strategy: Optimize classroom scheduling to ensure ideal enrollment and usage of space.

Department: Conference and Event Services

- Created and reviewed data from appropriate reports; collaborated with other departments to ensure Ad Astra is being used to its full potential.

Strategy: Update the MCC network to ensure connectivity and security.

Department: Information Technology/Infrastructure

- Replaced aging network infrastructure with new equipment that provides more bandwidth, more redundancy, and improved security features.

Strategy: Improve Talent Management (recruiting and applicant tracking, onboarding and performance evaluation) technology system capabilities to ensure an accurate and easy to use system for all staff, with customizable options to adapt to changing organizational conditions and processes.

Department: HR/Talent Acquisition

- Evaluated current Applicant Tracking System.
- Reviewed various applicant tracking systems to identify what best fits the needs of MCC.
- Purchased NeoEd Applicant System in June 2022 so MCC can streamline and connect talent management processes and improve workflow transparency and communication.

Strategy: Maximize technology to re-imagine student transactional processes to be more accessible, efficient, and user-friendly.

Departments: Information Technology; Student Affairs

- Implemented an e-SARS student-driven system for online scheduling of student appointments in the following areas: Academic Advising, Access & Disability Services, and Success Coaching.
- Purchased Accessible Information Management (AIM) system to improve ADS's data management and communications with students and faculty.
- Implement Kurzweil software for students with test-reading accommodations.
- Enhanced Register Blast to better serve students registering for Makeup Tests or Test Accommodations.
- Contracted with third party vendors for academic and personal support, TutorMe and TalkSpace, to supplement in-person student support with a virtual option.

Strategy: Support increases in effectiveness and efficiency by consulting on and helping implement new and updated college-wide and departmental software.

Departments: Information Technology; multiple partner departments

- Accessible Information Management System (Access and Disability Services)
- Curriculum Curriculum Management (Academic Affairs)
- Acalog Catalog Management (Academic Affairs)
- SoftDocs Digital Forms and Workflow (College-wide)
- Recruit Recruitment and Application Management (Recruitment and Admissions)
- Aloha Café point of sale system (MCC Café)

Strategy: Enhance College and end-user information security environment.

Departments: Information Technology

- Implemented mandatory, multi-factor authentication for employees. Implemented for students, to be made mandatory in the future.
- Established a phishing education campaign to train employees on how best to detect and report phishing email messages.
- Created and implemented a process to provide information security training to Student Employees who need access to the ERP system as part of their duties.
- Planned for the yearly Information Security training efforts, including a mandatory October training session for all employees.
- Implemented a new network firewall to improve network security.

Strategy: Improve communication and knowledge transfer with end users to publicize IT activities and support resources.

Department: Information Technology; Advancement and Development; Partner Departments

- Created and used the IT Alert email account to broadcast upcoming maintenance windows and current IT issues.
- Began building out an online knowledge base as a point of reference for all IT support articles and resources.
- Scheduled and attended one-time and recurring meetings with departments to discuss areas of mutual concern to improve planning and awareness.

Strategy: Enhance existing services to better support end-user needs.

Department: Information Technology

- Moved the Help Desk to a more visible area in the MCC Library.
- Upgraded the wireless network bandwidth allocations to provide for faster service
- Reduced user confusion by renaming the wireless networks to better reflect the user groups who connect to the service.
- Setup the Self-Service Password Reset service so that all MCC email users will be able to reset their password without Help Desk assistance.

Strategy: Improve processes related to planning, testing, and implementing changes and upgrades

Department: Information Technology

- Formalized and implemented a Change Control process and submission procedure to better track and review proposed changes to production environments.
- Implemented a more formalized process to test ERP updates prior to them being put into production. Expanded the testing team and conducted go/no go decision making.

Strategy: Maintain and improve hardware, software, and services environment to account for changing needs, required upgrades, and improved service delivery.

Department: Information Technology

- Replaced 25 old-style bulb projectors in classrooms with new brighter, clearer laser projectors.
- Replaced aging network core switch environment at the Crystal Lake main campus.
- Moved employee and student mail service to Microsoft 365.

PROGRESS – GOAL 4

Attract, retain, engage, and value diverse and dynamic faculty, staff, and administrators who are committed to excellence in our ever-changing context.

Strategy: Develop a culture of grant-seeking.

Departments: Grants; Foundation

- Launched the mini-grant program, which allowed all MCC employees to propose a small-scale grant project to increase student success.

Strategy: Reduce bias and increase diversity awareness for hiring managers during the candidate screening and interview process.

Department: HR/Talent Acquisition

- Conducted interview training for administrators that included developing interview questions and a candidate screening process that reduced bias and created objectivity in candidate review.

Strategy: Align employee development efforts with the Office of Human Resources.

Department: Human Resources

- A Director of Employee Development was hired in Spring 2022. Key initiatives have included launching employee compliance training, conducting employee exit interviews to determine areas of growth for employee development, and playing a collaborative role in the new hire process.

Strategy: Enhance inclusion efforts for employees.

Department: HR/Talent Acquisition

- Successfully launched a Chosen Name option for our employees and students, helping to provide a safe and respectful learning and working environment for our LGBTQ+ community.
- Students, faculty, and staff of MCC may choose to identify themselves using a chosen name that differs from their legal name, except when an individual's legal name is required by law, policy, or business needs.

Strategy: Explore and implement progressive workplace measures to ensure the health, wellness, and engagement of employees.

Departments: Human Resources; Partner Departments

- Repurposed certain roles during the COVID-19 pandemic to retain employees and ensure their job security.
- Piloted remote telework during the COVID-19 pandemic to deliver uninterrupted service to students and the community.
- Instituted a formal remote telework process for eligible employees to respond to the changing dynamic of the workplace.
- Held a Professional Development Day focused on personal development and growth.
- Increased the tuition reimbursement amount for staff based on discussion through Staff Council Negotiations.
- Instituted a one-time retention bonus for eligible staff.

Strategy: Support an agile workforce by providing tools and services to allow for more modern, remote capabilities.

Departments: Information Technology; Human Resources

- In response to telework initiative, deployed laptops to all teleworking employees.
- Updated and deployed MiCollab telephone software to ensure extensions could be answered by teleworking employees.
- Arranged for training and provided reference material for online tools that aid in collaboration and communication between all team members when working both on- and off-campus.
- Implemented voice mail to email unified messaging service.
- Created and launched an online Benefits Hub for employees, which provides discounts for employees from a variety of merchants.
- Launched various self-service tools for employees to manage their own information and resources.



PROGRESS – GOAL 5

Strengthen collaborations with the community and local industry to ensure that all College efforts are focused on improving the quality of life and economic development for those individuals who learn with us.

Strategy: Increase the number of multicultural students recruited and retained by 5%.

Department: Student Affairs

- Added sessions in Spanish to many recruitment events and presentations – this helps to inform parents and families.
- Collaborated with Upward Bound and ISAC to provide informational sessions and workshops in both English and Spanish.
- In partnership with Marketing and Public Relations, sponsored Mexican Independence Day celebration in Woodstock as recruitment and outreach event.

Strategy: Focus on prospective adult students who are not enrolled.

Department: Student Affairs

- Stopped Out Student Calling Campaign- contact students who haven't taken a class in the last five years, completed 45 or more credit hours, degree seeking, not enrolled in a current term.
- New Student Calling campaigns and postcards – 3-10 days after a student has been admitted, they receive a phone call from a New-Student Enrollment Coach and are mailed a faculty postcard matching their program of study (or similar).
- Moved Meet MCC (formerly MCC Night) community event to the spring semester to better align with the needs of new and prospective students.

Strategy: Build a College and Career Readiness culture.

Department: Academic Affairs & Student Affairs

- Through cooperation with our local K-12 districts, MCC regularly finds ways to expand the College and Career Readiness culture. This is demonstrated by:
 - Expanding the usage of Career Coach to local middle schools
 - Redesigning the middle school career discovery event to include programming to meet the state requirements of the PaCE standards for our local K-12 districts
 - Expansion of dual credit offerings and the number of high school students taking courses on our campus. - 40% growth since 2020.
- Academic affairs and Workforce development work collaboratively to develop the Annual Healthcare Forum, year 2022 is the second year.
- The Director of College and Career Readiness regularly meets with Directors of Guidance from all high schools in our district.

Strategy: Create Bridge programs with local partners for AAS to BA completion; measure outcomes.

Department: Academic Affairs

- New 2+2 program with Aurora University Woodstock Center for bachelor's in education.

Strategy: Encourage the College to serve the needs of the community.

Departments: Marketing and Public Relations; Foundation; Workforce Development

- MCC employees serving on community boards and advisory committees.
- Workforce Training conducted annual Employer Needs Assessment.
- Provided introduction of Advisory Committee manual.
- In response to employer need, launched Motorcycle Training Program in partnership with Woodstock Harley Davidson and the Windy City Motor Sports dealer group.
- Community Education transitioned from a printed catalog mailed to selected households to an electronic catalog that is provided to every household via a quarterly direct-mail postcard.
- Added programs for K-12 and community members that enrich continuing education, including Planetarium shows and Faculty Speaker Series.

Strategy: Expand partnerships that provide internships, on-the-job training, and/or employment to students.

Department: Workforce Development; Center for Agrarian Learning

- MCC approved as Department of Labor Apprenticeship Sponsor and Intermediary on behalf of the employer community (Summer 2021 complete).
- Career Services received the largest Illinois College Work Study grant award in college history from the Illinois Board of Higher Education. This grant offsets the cost of wages that employers incur when providing internships.
- Career Services launched a job shadow program.
- Career Services and CTE integrated into Insightly, the Workforce Development Customer Relationship Management tool.
- Expanded the Industry Council concept to include an annual Healthcare Forum as well as the Manufacturing Breakfast.
- Developed the Advanced Agriculture Internship in partnership with the Center for Agrarian Learning, vetting local farms and matching them with Entrepreneurial Agriculture students, followed by a robust monitoring and evaluation plan.

Strategy: Grow strategic partnerships with workforce, K-12, legislators, and community organizations.

Departments: Marketing and Public Relations; Workforce Development; Center for Agrarian Learning

- The office of College and Career Readiness was recently awarded \$825,000 through Lauren Underwood's office to provide financial assistance to teachers earning dual credit credentials and students taking courses on MCC's campus.
- MCC is a strategic partner and contributor to the Manufacturing Pathways Consortium.
- Educators from our local high schools are consistently involved in MCC Advisory team meetings.
- Workforce Training and Illinois Small Business Development Center working proactively with local chambers of commerce to address the needs of their member businesses.
- Collaborated with other local community colleges to co-list virtual personal development and retired adult programming to reduce the instructional cost.
- Launched a series of Industry Networking Events in partnership with McHenry County Workforce Network aligned with key economic sectors. These career-exploration events are recorded and made available to job seekers, MCC faculty, and K-12 partners.

- Hosted first large-scale evening event for Middle School students and their parents to explore MCC in April 2022.
- K-12 collaborative partnerships: CTCLAC, DOGs, Board of Control, etc.
- Established annual visit to MCC Student Farm for FFA clubs at Marengo and Harvard High Schools.
- Partnered with McHenry County Farm Bureau to host Summer Agriculture Institute for teachers.

Strategy: Work cooperatively with other two- and four-year colleges, trade schools, apprenticeship programs, etc.

Department: Academic Affairs

- Developed a Dual Enrollment RN-BSN program with SIUE Spring 2021.
- Developed 2 + 2 Agreement in Business Management with Aurora University to give students the opportunity to obtain a bachelor's degree locally. The agreement includes specialty areas of focus.

Strategy: Strengthen MCC's connection to the surrounding community through grant-funded projects.

Departments: Grants; Center for Agrarian Learning

- Partnered with area employers, school districts, community organizations, and workforce agencies to improve the quality of life for McHenry County residents, as represented through the Advance McHenry County grant for Foglia CATI equipment funding.
- Partnered with the Illinois Migrant Council, The Land Conservancy of McHenry County, and the McHenry County Historical Society on Raises Latinas; Agriculture in McHenry County to raise up the contributions of the Latine community in shaping the county's rich agricultural history.

Strategy: Create revenue and engagement opportunities to access MCC facilities.

Department: Conference and Event Services

- Increased room rental opportunities to grow in-person participation after COVID-19 restricted attendance.
- Increased marketing outreach to enhance awareness of MCC facilities.

Strategy: Grow strategic partnerships with workforce, K-12, legislators, and community organizations.

Department: Advancement and Development

- Provided leadership in articulating the College's critical role in organizing, convening, and facilitating collaborations with diverse community partners.
- Led marketing and communication strategy, and media outreach to introduce new programs to community.
- Participated and sponsored community organization events and programming, including city chambers and community nonprofits.
- Hosted educational events for LGMC participants and alumni to enhance leader access to the College.

Strategy: Support the regional food economy through farm viability trainings, partnership with industry, and a well-developed Entrepreneurial Agriculture degree program.

Department: Center for Agrarian Learning

- Convened Industry Council of horticulture and agriculture business leaders to inform the development of degree and certificate programs, as well as continuing education.
- With support from Marketing and Public Relations, launched speaker series, Forefront: Ideas in Food and Farming, to inspire and engage community and students.
- Offered seminars and workshops supporting farm businesses on mitigating legal risk, land stewardship, market expansion, innovative product mix, and other topics – for free to students and at a minimal rate for community members.
- Established the MCC Student Farm, facilitating hands-on instruction in diversified vegetable production, season extension, food-safe harvest and storage, and then expanded production areas to include specialty crops and accessible areas.
- Conducted food hub feasibility study to assess community need, potential training for students, and the College's most appropriate role in supporting farm and food businesses.



PROGRESS – GOAL 6

Inspire and challenge students in every learning experience through the careful professional expertise of faculty who engage and support students, and expect high levels of learning.

Strategy: Encourage meaningful faculty and student engagement that promotes and supports the learning process.

Department: Academic Affairs

- Social Science Faculty held an open forum for students to learn about careers in History, Philosophy, Psychology, Sociology, and Anthropology in our Student Pathway Hub.
- Student Research opportunities are ongoing for students to work with a faculty on a specific research project. A poster fair is held every spring semester.
- Academic Council has a student representative each academic year.

Strategy: Ensure faculty are well-trained in pedagogy and methodologies through faculty development opportunities.

Department: Academic Affairs

- Promoted opportunities for eLearning programs through the University of Illinois Springfield.
- Provided online training for full and part-time faculty through Quality Matters.
- Provided ongoing faculty Professional Development opportunities through the Center for Teaching and Learning.

Strategy: Introduce new Entrepreneurial Agriculture program in Fall 2020, recruiting and registering a full student cohort.

Department: Academic Affairs

- Launched program in Fall 2020.
- Continued enrollment growth in the Entrepreneurial Agriculture courses. In FA 2022, 20 students are enrolled in the AGR-104-Introduction to Agriculture; 10 students enrolled in the AGR-104 Intro to Agriculture; and students are also enrolled in the AGR-226 Agriculture Internship.
- Introduced the Agriculture internship program with interns working on the student farm and at local farms.
- Conducted Open House with the Center for Agrarian Learning (CAL) and MCC Horticulture in Spring 2022.
- Created cross-department intersections by using food grown on the student farm and hydroponics in Culinary, the MCC Café, on-campus produce cooler, and a weekly summer farm stand.

Strategy: Prepare for a new grant cycle and the new objectives of the Upward Bound Program grant.

Department: Upward Bound

- 65% of participants served during the academic year will have a cumulative GPA of 2.5 or better on a four-point scale.
- 25% of UB seniors served during the project year will have achieved at the proficient level on state assessments in reading/language arts and math.
- 85% of project participants served during the project year will continue in school for the next academic year, at the next grade level, or will have graduated from secondary school with a regular secondary school diploma.
- 5% of all current and prior year UB participants who graduated from high school during the school year with a regular secondary school diploma will complete a rigorous secondary school program of study.
- 30% of participants who enrolled in a program of postsecondary education, by the fall term immediately following high school graduation or by the next academic term (spring term), as a result of acceptance by deferred enrollment, will attain either an associate's or bachelor's degree within six years following graduation from high school.

PROGRESS – GOAL 7

Articulate the College's key value propositions in order to strategically increase community engagement and support, improve enrollment, and prepare the next generation of learners.

Strategy: Create community connections and volunteer opportunities for the UB participants.

Department: Upward Bound

- Grew new volunteer opportunities for students within the community.
- Established system for students to accumulate volunteer hours.
- Created community backed mentorship program with monthly connections.

Strategy: Increase brand awareness and drive enrollment growth by using multiple marketing and communication channels to reach prospective students and influencers.

Department: Marketing and Public Relations

- Enhanced visibility across a mix of media channels, including: billboard/outdoor advertising; digital display networks; direct marketing; local and national news outlets; radio and streaming services; high school score table sponsorships; and social media.

Strategy: Serve as chief advocate of the College with external groups.

Department: Advancement and Development

- Continue to increase engagement with the community through increased contacts with a variety of community organizations, industries, and individual members.
- Facilitated access, information, and connections about the College to new donors, organizations, and education/business partners.
- Added new programming and attractions to grow interest in visiting campus (Planetarium shows; Biology exhibit).



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PROGRESS – GOAL 8

Develop effective strategies in all our interactions with students and each other that welcome and value our diversity.

Strategy: Improve recruitment and retention of Latine students with disabilities.

Department: Access and Disability Services

- Access and Disability Services, Sage Learning Center, and Adult Education have collaborated on identifying English Language Learner students who are struggling with language and/or disability barriers and connecting those students to the appropriate services among these three departments.

Strategy: Improve transition of students with disabilities from high school to MCC.

Department: Access and Disability Services

- Access and Disability Services offered presentations to high school student groups touring MCC. In spring 2021, ADS presented to students with disabilities from Huntley and Crystal Lake high schools.
- Starting in Spring 2021, Access and Disability Services added two new staff positions for Academic Support Coaches who provide wraparound support to students through 1:1 weekly sessions, during which the coaches provide case management, campus and community resources, and executive functioning skills tutoring.
- The registration process has been streamlined and now moves through the office of College and Career Readiness.

Strategy: Increase enrollment and retention of adult learners with evidence-informed initiatives.

Departments: On Track; Recruitment and Admissions; Marketing and Public Relations

- Restructured and re-branded Fast Track office to On Track program.
- Created updated materials and promotional campaign to drive new cohort of students.

Strategy: Continue to build strong collaboration between the local K-12 system and MCC.

Department: Academic Affairs

- We continue to build strong collaborations with our local K-12 districts by:
 - Increasing dual credit offerings (40% growth since 2020).
 - Added Harvard and Huntley to our dual degree programming that is already in place with Woodstock.
 - Created partnerships for Kids and College to get younger students in local high schools (remote course offerings).
 - Met regularly with counselors, superintendents, and CTE department chairs.
 - Interacted through various events such as middle school career expo, sophomore career day, BUS-160 days on campus, and hosting high school competitions like the Marketing Challenge.
 - Planned and Executed Dual Credit Partnership Day of professional development for our high school Dual Credit instructors.

Strategy: Increase scholarship funding for diverse and underserved populations through grant opportunities.

Departments: Grants; Foundation

- In FY 2022, scholarship grants included continuing awards from the National Science Foundation STEM Scholarship program and the IME Becas program. New scholarship awards included Motorola Solutions Foundation, Gene Haas Foundation, and a portion of Early Childhood Access Consortium for Equity.

Strategy: Engage in inclusive language and information sharing to create a sense of belonging for the college community.

Department: Marketing and Public Relations

- Completed translation of entire public website (Spanish, Polish).
- Created Spanish-language versions of a variety of key college materials and information resources.
- Adopted official translation service on record to support materials development.
- Exploring opportunities to translate on-campus signage.

Strategy: Create intentional messages that affirm MCC's value of diversity.

Departments: All (Marketing and Public Relations; Student Affairs; Academic Affairs; MCC Store; Foundation)

- Developed a catalog of stickers to represent diverse and marginalized populations to help celebrate and honor diversity and inclusion.
- Used (and continue to use) sticker decorating as a form of celebration and recognition during various events and outreach opportunities (ex. Welcome Week; Mexican Independence Celebration; Pride Month).
- Reviewed on-campus signage to expand messaging and graphics that go beyond wayfinding.

Strategy: Provide leadership, direction, and support for addressing issues surrounding diversity in multiple college settings, including departmental level discussions, and leadership group environments.

Departments: Institutional Advancement and Development; Human Resources; Student Affairs

- Coordinated Diversity, Equity, Belonging, and Inclusion Training using Systemic Education Equity, LCC for Cabinet in Summer 2022. Launching campus-wide training for employees in Fall 2022.
- Facilitated planning efforts around DEBI training for students at a leadership summit in November 2022.
- Engaged in an active search for the College's first AVP DEBI position.

INSTITUTIONAL FOCUS FOR NEXT TWO YEARS

Our commitment to what we will finish and what we will continue to work on.

BUILD THE FOGLIA CENTER FOR ADVANCED TECHNOLOGY AND INNOVATION (CATI)

- Break ground.
- Secure all equipment; program planning.
- Build industry and community support.
- Engage employees, students, and community in excitement.

ENHANCE ASSISTANCE FOR STUDENTS

- Maximize federal funding opportunities, immediately putting resources in the hands of our students.
- Grow general scholarships and the Scot Success Scholarship that allow us to expand the number of students who receive financial support.
- Grow and sustain Student Success Fund to continue emergency support efforts.
- Grow grants so we can pilot innovative and progressive programming.
- Expand resources that support efforts to mitigate food insecurity and transportation challenges.

GROW PROGRAMS AND SERVICES

- Develop or enhance Career and Technical Education programs that will be housed in the Foglia CATI through the Program of Study framework. The Program of Study framework focuses on developing high quality Career and Technical Education (CTE) programs that are in high-demand, high-skill, or high-wage occupational fields. Employer-informed curriculum development is an integral part of the framework that can result in stackable certificates and a degree. The framework also emphasizes work-based learning, adult education and dual credit pipelines, student support systems, and other high-quality characteristics of CTE program.
- Continue quality assurance for dual credit programs, which will be pursued through a new FY 2024 Dual Credit Agreement that aligns with the state model partnership agreement between a community college and a high school. The new agreement includes improvements in processes, roles, communication, and expectations to ensure that dual credit courses are equivalent in content, delivery, and rigor to those courses offered by MCC.
- Expand Nursing AAS and Certified Nursing Assistant (CNA) program enrollment with support from the Pipeline for the Advancement of Healthcare Workers (PATH) grant, which will include recruitment efforts and program and instructor growth.
- Research, review, select, and implement a college-wide student retention software system.
- Grow program awareness to prospective students and influencers through expanded digital marketing opportunities.
- Continue Title III Efforts
- Focus further on supporting undecided students, including specific class support and working with Marketing and Public Relations on web updates.
- Connect Pathways with select MCC 101 sections.

- Expand work-based learning experiences (apprenticeships, internships, job shadowing) specific to individual Pathways.
- Add 19 transfer program Pathway sequences.
- Partner with the Office of Teaching and Learning on high-impact instructional practices.

FOSTER A CULTURE OF DIVERSITY, EQUITY, BELONGING, AND INCLUSION (DEBI)

- Hire an AVP of DEBI.
- Continue training and engagement for employees.
- Provide educational and connection opportunities for students.
- Begin to work on key DEBI strategies.
- Create a DEBI communication plan.
- Ensure that materials, signage, visuals, and graphics reinforce the value of diversity at MCC.

IMPLEMENT HOSPITABLE WORK BENEFITS FOR EMPLOYEES

- Expand opportunities for recognition, appreciation, and flexibility tailored for faculty, staff, and administrators.
- Focus on employee activities that support mental and physical health, and personal development.
- Offer broader opportunities for employee development, leadership, and skills training.
- Implement division-wide staff professional development centered upon learning, understanding, and supporting the increasingly complex student population with specific intentionality on linking together student services.
- Reinforce a Safe and Secure Physical and Virtual Environment
- Provide traffic and personal training to student organizations and share out safety tips regularly to the college community.
- Conduct mental health education about response during emergencies.
- Train officers, then college employees on "Stop the Bleed" emergency medical response.
- Increase awareness of information security challenges by implementing a robust education and training program, including phishing educational messages to employees, training for student employees, and annual Information Security training for all employees.
- Move to a cloud-first model to ensure agility and availability of user services and resources, transitioning software to cloud hosting when possible.

VIEWS OF THE FUTURE – STEPS TOWARD INNOVATION

An update on the 2018 Strategic Foresight session facilitated by Future iQ.

During MCC's June 13, 2018, Strategic Foresight session, approximately 75 people gathered to explore future trends and scenarios for the future of MCC. The consensus at the time was that the preferred future direction for the College was driven by a simultaneous approach to a 'broad service agenda' and a strong focus on 'career-ready training'. This was supported by a focus on lifelong learning. This 2030 future scenario was given the title **'MCC Expands – Specialized Learning for Our Diverse Workforce'**.

The more detailed description of that 2030 future included:

MCC expands its service scope to shift from college-age learning to include intergenerational learners from all stages in career-ready training. Educational focus moves away from liberal arts to focus on professional skills training needed to successfully compete in existing and emerging job markets. MCC works with K-12 schools to adapt to changing needs and collaborates with local industry to build more partnerships in workforce development programs. Educational programs become more immersive/ experiential and not bound to semester timing. MCC becomes an institution that serves lifelong educational needs as technology and social change occurs at an accelerated pace.

Since the 2018 Strategic Foresight session, the world has seen significant change. In reviewing the macro trends explored in the previous planning, it is observed that the underlying assumptions have remained robust and relevant. The primary change is the acceleration and amplification of some existing trends. In addition, some new strategic areas of focus have emerged.



Today's world – some key topics that are relevant to MCC include:

- **Implications of Climate Change**

- **Emerging policy acceleration** - While climate change impacts were considered and reviewed in 2018, the issue has gathered much greater prominence in US thinking and policy in the last several years. The impacts of climate change are accelerating and reshaping the global and national systems.
- **Energy transition** – The climate change issues, new policy and the 'energy wars' triggered by the Ukraine conflict will ultimately drive to a more rapid shift to renewables, and a focus on innovation in the energy systems
- **Food security** – This was recognized in 2018 as a critical issue, and this has only increased in importance. The trend to 'controlled environment agriculture' has accelerated and is gathering more popularity and investment. The upper-Midwest has yet to work out how to capitalize on the unique abundance of fresh water, and what this means in a rapidly heating and drying planet.
- **Environmental sustainability goals** – These are likely to become much more prominent in thinking and policy, as the world moves to decarbonize economies and cities. This will be an area of innovation opportunity.
- **Impact on internal migration.** One interesting medium-term trend that is emerging, is increased discussion about the potential change in migration patterns within the US, as a function of climate change. This migration will be from the south to the north, and from the west coast to Midwest. The upper-Midwest is an area that could see significant inbound migration, as the deeper impacts of climate change and GDP destruction hit the southern and western states, and the upper latitudes see potential GDP and climatic benefits.

- **Transformation of the Workplace**

- **The changing workplace** – This was already beginning to change in 2018; however, the pandemic has rapidly accelerated a workplace and workforce transformation. This is reshaping the workplace environment (hybrid / flexible / remote) and is altering the metrics on workforce participation (more minorities and women). This will drive the increasing need for flexible education and workforce roles and continued retraining and reskilling. MCC has been ahead of the curve in anticipating some of these changes and is well positioned to lead with more innovation on reskilling and retraining.
- **Talent squeeze** – The current talent squeeze does not show any sign of abating. The increasing speed of digitization of industry and economies, plus the recent growth in the US manufacturing economy suggests that technical skills will be in strong demand for the foreseeable future. This plays well to educational institutions and partnerships that can provide applied training and skills.
- **Generation shift** – The move of the predominate workforce cohort from Baby Boomer to Millennial is well underway, and this is bringing new momentum to workplace transformation. The pace of this transition will be governed by the strength of the economy and the workplace retention rates of ageing cohorts.

- **Pace of Automation and Robotics**

- **The skills shortage** – Coupled with the rapid re-shoring of US manufacturing is driving a surge in process automation and robotics. The real rate of roll-out in the industrial sector is being hampered by the current intense supply chain shortages, but as those resolve, we can anticipate continued acceleration of automation and robotics – across most sectors of the economy. Within a decade we will see deployment of autonomous truck and farm fleets, delivery and transportation vehicles, and commuter systems. This topic area was anticipated in the 2018 description of the local economy in the preferred scenario.
- **Online commerce** – This sector is being driven by the incredible efficiencies that have been achieved in the distribution systems and platforms. Again, this was anticipated in 2018 work, but has been dramatically accelerated by the pandemic and a shift to more time at home and online retail. This trend is likely to be inelastic, in that it will not return to pre-pandemic models – online commerce is here to stay as a key platform for consumers.

- **Importance of Peri-Urban Areas**

- **Loss of mega city downtown vibrancy** - The 2018 Strategic Foresight explored the importance of peri-urban spaces and areas around mega cities. These were seen as important areas of innovation and new growth. The pandemic has accelerated and amplified this trend. Many downtowns of Midwest mega cities have suffered population and business loss during the pandemic, and this is not returning quickly. There are headwinds with remote work, smaller corporate offices, and people moving to areas with more recreational amenities and open public spaces.
- **Enhanced value in peri-urban areas** – Around mega cities, there is the gradual emergence of more specialized regional cities and Counties. It is expected that this trend will accelerate, as people take advantage of more flexible environments, and greater access to amenities; as well as a return (for some) to the smaller community environment. This is also being driven by the Millennial population moving into the ‘family-forming’ phase and seeking more single-family housing.

- **Diversity, Equity, Belonging, and Inclusion (DEBI)**

- **Emerging importance** - This is a topic that has jumped in importance in societal values, especially in the last few years. It is expected that we are only at the beginning of a decade-long reconfiguring of this topic in US society. The pace of progress on this topic will accelerate as we see new societal values emerge as the new population cohorts increasingly exert their influence in decision making and culture of workplaces and communities.

In summary, many of the key macro issues that were identified in the 2018 Strategic Foresight still work. However, the COVID-19 pandemic has accelerated the emergence of some trends and their relative impacts. The ones that have really jumped forward include the workplace transformation, DEBI, and climate change adaptation.

Overall, MCC is well positioned, as many of these factors were anticipated in the previous planning and have been factored into subsequent planning. The key opportunity for MCC is to continue to build a nimble and responsive model, and to remain ahead of the curve on emerging social, environmental, and technological issues.

About Future iQ®

Future iQ is a research and consulting company specializing in foresight and scenario-based strategic planning. Future iQ uses unique planning methodologies including The Future Game, Strategic based Scenario Planning, Network Analysis, Data Visualization, and in-depth stakeholder analysis. With a client base spanning regions, communities, industry, corporations, and organizations, the company has a global presence offering solutions that impact the local environment. With team members and clients spanning North America, Europe, and Australia, Future iQ works across cultures, sectors, and languages in order to shape unique and effective planning solutions.









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