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President
Goals and Objectives
2012-2014 (April, 2012)

The following Goals and Objectives are based on the vision that, “McHenry County College will be the leading community college in Illinois by focusing on excellence and student success.” In addition, I reviewed the Strategic Plan’s core principles and strategic priorities that the Board approved on February 25, 2010, in Board Report #10-33. In that document the Board adopted the five core principles of quality, accessibility, affordability, innovation, and accountability.

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

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

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

- a. Objective 1: Review and if necessary, revise the College’s Strategic Plan.
 - i. *Strategy 1:* Lead Board of Trustees through a review of the College’s Vision, Mission, and Purposes and Strategic Priorities. December, 2012
 - ii. *Strategy 2:* Based upon results of Board of Trustees work, lead institution through process to finalize the College’s Strategic Plan for 2013-2015. June, 2013

- b. Objective 2: Ensure facilities meet educational needs
 - i. *Strategy 1:* Ensure the College is in compliance with all local, state, and federal regulations dealing with safety, chemical hygiene, and hazardous materials. On-going.
 - ii. *Strategy 2:* When appropriate, select an architectural firm to provide leadership in designing Phase One of the Facility Master Plan.
 - iii. *Strategy 3:* Develop financial plan for implementation of the Facility Master Plan. December, 2012.
 - iv. *Strategy 4:* Maximize campus land mass 2012-2015

- v. *Strategy 5*: Establish positive relationships with city, county and state offices/agencies that may influence College decision on facilities, ongoing.
- c. Objective 3: Ensure appropriate technology is implemented to meet college and student needs
- i. *Strategy 1*: Successfully implement the Datatel ERP system (2011- 2014)
 - ii. *Strategy 2*: Investigate, and if viable, participate in partnerships that will enhance the technology capabilities of the College, on-going.
 - iii. *Strategy 3*: Implement the Technology Master Plan, (2012-1015)
 - iv. *Strategy 4*: Utilize industry-standard technology platforms as a base to build new educational system opportunities, On-going.
 - v. *Strategy 5*: Improve building technology automation systems to monitor the health and efficient operation of the physical plant, (2012-2013)
 - vi. *Strategy 6*: Update Shah Center technology infrastructure to support educational programming, July, 2013.
 - vii. *Strategy 7*: Select and implement new Learning Management System, April, 2013.
- d. Objective 4: Ensure College's finances can meet future needs of College
- i. *Strategy 1*: Update College's Financial Plan that will inform the fiscal directions to be taken by College. October, 2012.
 - ii. *Strategy 2*: Develop and implement an investment strategy that will maximize income, while meeting College cash flow needs, fall, 2012.
 - iii. *Strategy 3*: Develop cash flow projections process so as to insure the College remains fiscally sound. Fall, 2012.
 - iv. *Strategy 4*: Become familiar with financing vehicles that can serve to fund decisions made by the College, on-going.
 - v. *Strategy 5*: Investigate possibilities for alternative funding sources for College's programs, on-going.
 - vi. *Strategy 6*: Complete a cost-analysis of all auxiliary units of the College to determine if they are operating without a deficit and develop business plans to ensure their ongoing viability. December, 2012.
 - vii. *Strategy 7*: Align grant and resource development with the recommendations of the College's master plans. On-going.
- e. Objective 5: Ensure that the College's marketing and institutional communications are forwarding the mission of the institution.
- i. *Strategy 1*: Initiate Phase III of the rebranding initiative including revising all college publications, public relations, and web-based entities. (2012-2014.
 - ii. *Strategy 2*: Distinguish the uniqueness and value of the College through the implementation of the Brand Plan, On-going.
 - iii. *Strategy 3*: Develop and implement an integrated marketing communication strategy that supports the College's strategic directions. June, 2013.

- f. Objective 6: Ensure College is providing good stewardship of the environment
 - i. *Strategy 1:* Develop a Sustainability Strategic Plan. July, 2012.
 - ii. *Strategy 2:* Decrease College's energy usage, On-going.
 - iii. *Strategy 3:* Develop "green" curriculum that furthers the College's commitment of sustainability. On-going.

B. Goal Two: Ensure Student Learning and Student Success is occurring and we are moving toward being the "...leading community college in Illinois...."

- a. Objective 1: Ensure quality education occurs
 - i. *Strategy 1:* Increase responsiveness to stakeholder through developing new programs and services, initiating partnerships, expanding enrollment, building on-line offerings, and instituting student support systems. On-going.
 - ii. *Strategy 2:* Benchmark data (summer, 2011) for student learning through, CSSSE, NCLEX, WorkKeys national assessments and implement strategies so MCC exceeds the benchmark. On-going.
 - iii. *Strategy 3:* Increase retention of students (fall to spring and fall to fall) by 5% over 2009-2010 numbers, with 1% improvement each year for each of the next five years through activities outlined in a Retention Plan(to be developed by December 2012). On-going.
 - iv. *Strategy 4:* Integrate results of student learning outcomes assessment process into the continuous improvement processes at the College. On-going.
 - v. *Strategy 4:* Implement an assessment of student learning outcomes system that includes assessment of all academic programs, ensuring continuous improvement of academic programs resulting in student learning. June, 2013.
 - vi. *Strategy 6:* Define an institutional culture of excellence in teaching and learning. (2012-2013)
- b. Objective 2: Increase the number of McHenry County residents selecting to attain a higher education degree and/or certificate at McHenry County College.
 - i. *Strategy 1:* Develop an Enrollment Management Strategic Plan that addresses providing higher education to both traditional and non-traditional students. December, 2012.
 - ii. *Strategy 2:* Implement educational outreach initiatives in Harvard and Huntley, and examine other areas of the district as needed. June, 2013
 - iii. *Strategy 3:* Work with feeder high schools to partner on increasing the college readiness of their students by meeting with each High School District Superintendent (by end of summer, 2011) and initiating conversations with high school personnel.

- iv. *Strategy 4:* Benchmark college-going percentages of identified populations and increase their college going percentages by 2% each year. On-going.
 - v. *Strategy 5:* Analyze academic programs that produce a low number or no graduates to determine if the programs are still meeting the needs of area employers. July, 2013.
- c. Objective 3: Increase the percentage of students who are successful through the completion of a certificate or degree
- i. *Strategy 1:* Develop and implement a comprehensive College Career and Readiness Strategic plan. July, 2013.
 - ii. *Strategy 2:* Utilize research and data driven approaches to shorten the length of time students spend in developmental education and increases the success rate of developmental math students by 2% each year and developmental English students by 1% each year. On-going.
 - iii. *Strategy 3:* Benchmark current placement results of incoming students and utilize research and data driven approaches to reduce the number of students requiring development math by 2% per year and developmental English by 1% per year. On-going.
 - iv. *Strategy 4:* Benchmark the number of degrees and certificated granted by MCC in FY 2012 and increase that number by 3% each year. On-going.
 - v. *Strategy 5:* Analyze course sequencing and delivery methodologies and implement strategies in order to maximize students' ability to complete a degree or certificate in a timely manner. July, 2014

C. Goal Three: Ensure the MCC faculty, staff, administration, and Board are prepared for the next phase of growth at the College, while focusing on helping MCC be the "...leading community college in Illinois...."

- a. Objective 1: Ensure that employees are productively engaged in helping to move the College forward
- i. *Strategy 1:* Negotiate an employment contract with the Faculty Association that supports the concepts defined in the Educational Master Plan. July, 2013.
 - ii. *Strategy 3:* Ensure each employee has established goals and objectives that contribute to the accomplishment of the College's plans. On-going.
 - iii. *Strategy 35:* Ensure all employees are evaluated using the AQIP-developed MCC Employee Performance Evaluation Process .August, 2013.
- b. Objective 2: Attract, retain, and develop good employees
- i. *Strategy 1:* Ensure employees take advantage of professional development opportunities to encourage a lifetime of learning, on-going.
 - ii. *Strategy 2:* Encourage faculty and staff to be active in state and national venues, on-going.
 - iii. *Strategy 3:* Encourage and support innovative activities of faculty and staff, on-going.

- iv. *Strategy 4:* Provide recognition for successful innovative and creative activities initiated by faculty and staff. On-going.
 - v. *Strategy 5:* Utilize new communication technologies to increase employees' access to information and opportunities to engage in College-wide dialogue. July, 2013.
- c. Objective 3: Establish strong CEO-Board relationship
- i. *Strategy1:* Develop transparent communication processes that ensure the Board is fully informed about College issues. On-going.
 - ii. *Strategy2:* Provide Board education and development opportunities to the trustees. On-going.
 - iii. *Strategy 3:* Evaluate the President by May first of each fiscal year. On-going.
 - iv. *Strategy 4:*-Investigate use of communication technologies to enhance CEO-Board relationships. December, 2012.
 - v. *Strategy 5:*-Develop reporting mechanism to the Board in which the College's achievements are quarterly and annually articulated. October, 2012.

D. Goal Four: Develop strategies and activities that will enhance economic and workforce development in the College's service area

- a. Objective 1: Work with the College's service area public and private entities to develop partnerships that assist in the economic and workforce development of McHenry County.
- i. *Strategy 1:* Partner with area employers, workforce investment boards, and key stakeholders to provide the necessary workforce training and education to enhance McHenry County's workforce. On-going.
 - ii. *Strategy 2:* Engage in dialogue with area public safety agencies to determine feasibility of developing a coalition in order to maximize public safety training in McHenry County. August, 2013.
 - iii. *Strategy 3:* Work with High School districts to increase dual credit and partnerships in career and transfer programs, resulting in 10% increase in dual credit hours generated for 2011-2012 academic year.
 - iv. *Strategy4:* Review the Shah Center's relationships with business and industry to determine how we can expand the College's efforts in training the workforce for jobs
 - v. *Strategy 5:* Seek out partnerships with other community colleges and four-year institutions in order to strengthen grant applications in order to maximize college-going behavior of McHenry County residents. On-going.
 - vi. *Strategy 6:* Develop opportunities for entrepreneurial ventures for public/private or public/public partnerships to support the advancement of higher education in McHenry County. On-going.

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

E. Goal Five: Evaluate the systems and processes at the College and implement appropriate improvement measures

- a. Objective 1: Ensure that as ERP systems are implemented that departments streamline their processes and procedures. 2012-2013.
 - i. *Strategy 1:* Analyze fiscal and human resource changes necessitated by the implementation of the ERP system. August, 2013.
 - ii. *Strategy 2:* Improve systems and processes by implementing effective monitoring and measurement systems based on industry standards. October, 2013.
 - iii. *Strategy 3:* Streamline communications processes to enable anywhere, anytime access to important data and information. December, 2013.
- b. Objective 2: Develop a culture of data-driven decision making.
 - i. *Strategy 1:* Train staff on data-driven decision making. July, 2013
 - ii. *Strategy 2:* Using tools of the new ERP system revise or develop reports that will enhance decision-making. On-going.
- c. Objective 3: Implement methods to grow Foundation resources.
 - i. *Strategy 1:* Benchmark and develop dashboard measurements for annual and long term fundraising. July, 2013.
 - ii. *Strategy 2:* Implement cooperative activities between departments of the College in pursuit of funding opportunities. August, 2013
 - iii. *Strategy 3:* Establish an integrated marketing/media model to communicate mission, vision, and achievements of the Foundation. July, 2013.