

Strategic Planning SWOT

Facilities

Strength	Opportunity
Rental spaces	Fitness Center
Student artwork/art displays	Signage
New space (cafeteria, culinary, etc.)	Meeting space
Laboratories	Outdoor facilities

Weakness	Threat
Space – classrooms, storage, expansion, etc.	Funding for improvement/expansion
Signage	Government regulations
Outdoor environment	Community support
Aging/disrepair of infrastructure	Campus location

Student Services

Strength	Opportunity
Sage Learning Center	Community involvement
Student organizations	Diversity
Publications (Tartan, The Voice, etc.)	Healthy lifestyle

Weakness	Threat
Consistency with using LMS	Increasing number of students vs. staff
College student expectations	Expectation for online services
Online education – support, quality, expectations	Increasing community needs (Resource Center)
Monitoring student progress	Public transportation

Academics

Strength	Opportunity
Horticulture	Robotics and manufacturing
Fast Track	Dual Credit
Nursing	Laboratories
Programs (Honors, Speech, etc.)	Departmental collaborations
Automotive	Community education

Weakness	Threat
Communication between credit and non-credit	State and federal regulations
Educational technology tools and training	Funding for programs
Program development and approval process	Competition from other institutions
Free courses/seminars to market college	

Technology

Strength	Opportunity
Keeping current with technology	Website
Smart classrooms	Upgrading technology
Computer labs	myMCC

Weakness	Threat
Adaptability to new technology	Expense of keeping current with technology
Off-campus/off-site network access	Gap in digital students vs. traditional students
Technology training	Perception of MCC technology vs. other schools
Utilizing innovative technology for teaching	Rapidly evolving technology

People

Strength	Opportunity
Employees	Diversity
Creativity	Community involvement
Organizations	Shifting economy
Community	Embracing tradition/embracing change

Weakness	Threat
Project management	Pension reform
Ability to embrace change	Job opportunities
Retention and satisfaction	Retirees
	Community support

Reputation

Strength	Opportunity
Sustainability Center	Community use of space
Donors	Publicity/bulletin board/digital signage
Program advisory committees	Collaborations

Weakness	Threat
Alumni	Media negativity
Employee support and morale	Competition from larger schools
Community involvement	Public funding cuts and regulations
	Stereotypes and public perception

Strategic Planning Focus Groups

Wednesday, December 12, 2012

B166

Academics

Recorder(s): Loreen Keller – Facilitator, Laura Bantz, Recorder

Focus Group Team Members: Sandra Moll, Sharon Button, Julie Freelove, Kay Moormann, Bob Tenuta, Tony Miksa, Christine Grela, Jerry Braasch

Strength	Opportunity
Horticulture	Robotics and manufacturing
Fast Track	Dual Credit
Nursing	Laboratories
Programs (Honors, Speech, etc.)	Departmental collaborations
Automotive	Community education

NEW – Workforce Development non-credit offerings as a way to grow our credit side

Weaknesses	Threats
Internal capabilities at MCC that are ineffective or inefficient and cause us to fall short in serving key internal and external stakeholders.	External conditions or possible future conditions in the external environment that might put MCC at a competitive disadvantage.
Sage Center availability & subject matter focus (many students unable to get help if it is for an unsupported class, i.e. can't help with a writing assignment for sociology because it's not a supported academic) – take a look at policies and procedures	State of Illinois – approval process to get a new program approved (i.e. paralegal program)
Internal approval process for approving a new program (i.e. paralegal)	Competing against other local community colleges for students
Too much focus on ERP takes away from a focus on our academics (time resources, high learning curve, some processes take longer now than previously)	For-profit institutions (don't have to get state approval to start a new program)
Prioritizing announcements/information flow in myMCC for different groups (identify important messages prior to/upon login)	Workforce Development programs at competing colleges offer more flow-through courses/programs
Communication between non-credit and credit side – have more opportunities to see how we can create more pathways for our students to move to the credit side (reduce duplication)	National Curriculum (High Schools That Work)
Communication between work groups (advising and academics)	

Offer more interesting courses/seminars free or low-cost just to get the community in the college	
Working space for adjunct faculty	
Computing labs/printing stations just to print	
More high tech tools and training for teaching (especially online)	
Respect of each other's positions for lack of empathy of nature of work through more communication and collaboration	
Speed of program development-i.e. time to market	Funding for program development
	Funding for K-12 collaboration, buy-in
	Communication to community for all programs

Strategic Planning Focus Groups

Wednesday, December 12, 2012

B166

Facilities

Recorder(s): Donna Bieschke and Pat Stejskal

Focus Group Team Members: Tony Miksa, Angelina Castillo, Peter Ponzio, Pat Kallaus, Caroline Sobolak, Marla Garrison, Margaret Keehn, Colleen Hester

Strength	Opportunity
Rental spaces	Fitness Center
Student artwork/art displays	Signage
New space (cafeteria, culinary, etc.)	Meeting space
Laboratories	Outdoor facilities

NEW:

Plumber, Electrician, HVAC on staff	Sustainability Initiative—electric car stations
10 acre property in Chemung-----	Horticulture & gardening (Thomas K) Acct & Marketing—farm stand
Fire Science Building	Train
Auto labs	Bike path
So close to Crystal Lake	
Conference Center	

Weaknesses	Threats
Internal capabilities at MCC that are ineffective or inefficient and cause us to fall short in serving key internal and external stakeholders.	External conditions or possible future conditions in the external environment that might put MCC at a competitive disadvantage.
Shiny new space—go beyond	Need space for new programs
Inconsistency of environment	Age of buildings/lack of maintenance
Classrooms that are embarrassing	Ring Road
Lack of space	Lighting
Hiring people—no place to put/furniture	Decrease in state funding/political corruption
Lack of parking for events/peak times	Public perception/MCC is best kept secret
Space for big events	Taxpayers oppose tax increases
Lack of space for theatre/seats	Newer/larger high schools make MCC look old
Need rooms for 50-60/100	Connect with business community
Technology—do it from our desk	Ineffective signage maintenance at Shah Center
Board Room	Online courses at competing institutions

Dysfunctional classroom furniture	Watershed ordinance
Lack of internal/external navigational signage	Traffic & parking if campus expands
Lack of picnic tables/patio furniture	Facilities maintenance upkeep costs
Lack of space for student books, coats, plugins in classrooms	Technology; keeping up with changing technology
Lack of durable student furniture	Vandalism to equipment/facilities
Facilities have capped curriculum; science labs restrict ability for curricular options	Area community colleges offering more programs/class sections
Need more equipment, autoclaves, space for microbiology; unable to meet demand	Tuition changes
Leaky faucets in microbiology labs	Board refusing to increase tuition
Chronic ceiling drips in microbiology classroom	Current maintenance costs jeopardize funding for new science building
Lack of outdoor digital campus sign/Shah sign	Distance to Chemung outdoor classroom site
Versatile computer classrooms	Lack of toilets at Chemung site
Lack of archival storage space for college historical documents, photos, etc.	Limited public transportation
Faculty office access, location and space	Keeping up with ADA requirements
Need to foster outdoor environment/classrooms	
Lack of capacity for electronic car hookup stations	
Lack of cadaver lab; lack of space.	
Inconsistency in support	Ineffective and lack of public transportation
Signage that communicates more effectively to community	Campus Isolated
Parking	Lack of satellites that get MCC into the community
Aging Infrastructure	
Internal signage inconsistency continues because fonts not installed on all computers of those creating signs.	

Ideas:

Look for potential to partner for space

Need to work with high schools for bio lab

Strategic Planning Focus Groups

Wednesday, December 12, 2012

B166

People

Recorder(s): Christina Haggerty/Mike Clesceri

Focus Group Team Members:

Teri McGlaughlin- Counseling

Amy Humke- IR

Laura Brown- Advancement

Amy Maxeiner- Math, Sciences and Health Professions

Round 2 Joiners:

Pat Kallus- Workforce, Community and Business Programs

Sandra Moll- HR

Angelina Castillo- HR

Caroline Sobolak- Resource Development

Strength	Opportunity
Employees	Diversity
Creativity	Community involvement
Organizations	Shifting economy
Community	Embracing tradition/embracing change

Add strength: retirees

Weaknesses	Threats
Internal capabilities at MCC that are ineffective or inefficient and cause us to fall short in serving key internal and external stakeholders.	External conditions or possible future conditions in the external environment that might put MCC at a competitive disadvantage.
More strategic and innovative recruitment strategies and approaches- would also help with diversity (getting the best and the brightest)	Funding
Stronger external knowledge of expertise of people (faculty, staff and administration)	Growth and innovation – community support and perception
Inconsistent skills and development expectations	Outside job opportunities (higher ed, nonprofit, business/corporate)
Support of faculty to continue research out of the classroom, and promotion of that research/involvement outside of MCC within their discipline	Pension/SURS (future retirement)
Better face-to-face interaction between faculty, staff and administrators – coordinated efforts to reach out to school districts	MCC retirees
Retention and Satisfaction Issues: Top-down	Other area institutions

management and not enough engagement with staff and asking input regarding policy change, etc. (not always including areas that may be involved in a change)	
People don't get involved when asked. (leading people through transformational change)	
A lot of "me" vs. "us" culture – difficult to change behavior	
Flexibility in the workplace for select positions – ability to have telecommuting, job share, etc.	
Changes in administration/bosses, etc.	
Those high performers get little recognition – inconsistency in management style and recognition approaches	
Need dedicated physical space for employees to come together – break room format (meeting, clubs, recognition, build relationships, etc.)	
Respect and Value- types of communication and when	
Senior leadership support	
"We can't do that." or "We've tried that before."	
Lack of communication between departments	Pension reform
Training on new software often lacking which causes poor use of time.	Public sector employment seen as less desirable.
Turnover/ Retirement of staff	
Lack of talent development- career path opportunities	
Siloed responsibilities /no backups for vacations or illness	
Lack of procedures across the board	
No customer services standards	
Exchange and return phone calls and/or emails within 24 hours	
People spread too thin	
Many "important" projects	
Lack of project management	
Major projects given to people with too much on their plate and no proper management training	
Need to track and report on a master projects list	

Strategic Planning Focus Groups

Wednesday, December 12, 2012

B166

Reputation

Recorder(s): Tawnja/Larry

Focus Group Team Members:

Wally Reynolds

Kate Harger

Paula Lauer

Stephanie O'Leary

Molly Stolz

Strength	Opportunity
Sustainability Center	Community use of space
Donors	Publicity/bulletin board/digital signage
Program advisory committees	Collaborations

Weaknesses	Threats
Internal capabilities at MCC that are ineffective or inefficient and cause us to fall short in serving key internal and external stakeholders.	External conditions or possible future conditions in the external environment that might put MCC at a competitive disadvantage.
No aggressive self- promotion for longterm reputation building.	Stereotypes of community college affect decisions being made by graduating high school students.
No formal program to use current students or alumni as outside ambassadors for outreach to district high schools.	Larger schools have expanded program offerings.
Limited scope of program offerings.	ICCB regulations affect timeliness of creating new programs.
Academic completion structure (students cannot get into needed classes in order to complete in a timely manner)	Increased delivery method options and guaranteed completion timeframes offered by other institutions.
We don't embrace who we are and what we are.	Relationship with local press.
Positivism of word of mouth from staff has decreased due to low staff morale.	Enrollments and participation affected by increased demands by community employers.
Need to continually review methods of communication based on target audience.	
Need to be more creative in how we do business. Think outside the box/worry less about tradition.	
Limited scheduling options don't allow for student's life situations.	
Promise Program residual	Public taxing bodies
Leadership turnover	Promise Program residual
Support of internal body for branding initiative	Challenge of K-12, parents and student peers to view MCC as a credible higher educational program
Inconsistency/delay of branding rollout	Front page press and headlines

Rollout not clearly defined	State funding and program cuts
Employees not equipped to support branding rollout	MCC growth projections do not support community future growth projections (Positive growth versus negative growth) resulting in disconnected public perception raising doubt and suspicions of facts
Lack of time/budget to manage reputation and no dedicated staff to do so	
Continued alignment of board of trustees	
To tactical and need to be more strategical	
Continual focused attention to develop and monitor external collaborations	
Lack of community involvement by staff members in the name of the institution	

Strategic Planning Focus Groups

Wednesday, December 12, 2012

B166

Student Services

Recorder(s): Bev Dow and Kathy Hayhurst

Focus Group Team Members: Rob Allare, Marianne DeVenny, Rob Rasmussen, Anita Roewer
Marilyn Schick, Terri McLaughlin, Rachel Najdin, Kate Harger

Strength	Opportunity
Sage Learning Center	Community involvement
Student organizations	Diversity – Minority Recruiter being hired - JAN
Publications (Tartan, The Voice, etc.)	Healthy lifestyle

Weaknesses	Threats
Internal capabilities at MCC that are ineffective or inefficient and cause us to fall short in serving key internal and external stakeholders.	External conditions or possible future conditions in the external environment that might put MCC at a competitive disadvantage.
Students working too much, not devoted to classes	Economy, funds for classes,
Inform students what is expected – preview syllabi	Lack of public transportation
No current preview of class difficulty/tiers	Online students going to other schools
Alert on student performance, directed to Counselors (due out this January) Resources?	Lack of technology training to support online learning
Peer mentoring/students	Online advising for students
Need better tracking of students in advising/counseling..	Population growth, number of students vs staff
Supporting our online students, online tutoring	Social Media and technology integrating with services to students...communication
Online readiness/assessment/assignments/policies	Maybe a community advisory board for MCC 101 and other student services, soft skills, employability
Mcc 101 technology/LMS – improve message	Resource Center to serve the needs of community members
Communication on registering/changing classes	High School DOGS – to help transition of students
Consistency of instructors using the LMS for gradebook , get them all using it.	
Lack of resources to expand tutoring to community	

Strategic Planning Focus Groups

Wednesday, December 12, 2012

B166

Technology

Recorder(s): Marcella/Tina

Focus Group Team Members:

Rachel Najdzin

Colleen Hester

Ray Lawson

Margaret Keehn

Christine Grela

Strength	Opportunity
Keeping current with technology	Website
Smart classrooms	Upgrading technology
Computer labs	myMCC

Weaknesses	Threats
Internal capabilities at MCC that are ineffective or inefficient and cause us to fall short in serving key internal and external stakeholders.	External conditions or possible future conditions in the external environment that might put MCC at a competitive disadvantage.
All interested parties involved and communicating	Falling behind in classroom to online technology
Especially sharing information	
Many different types of software but how does it interact between departments. Are we communicating this well.	Other schools have higher level best practices in classroom /online technology: microphones, webcams for faculty in teaching
Newsletter- most common information sharing not on front page	Current technology is very expensive for latest current technology
Our internal transition to new technology needs to be better- smoother	
We need to better at embracing new emerging technology	
Smart tablet/technology part of our culture for ALL staff, faculty and students	Technology can change so quickly how can we keep up
It would be great to have the students pay for tablets that they take with upon graduation	
Too much technology can be overwhelming and distracting to students, need a balance	
Infrastructure management needs proper staffing and funds for management	
Access to same technology off campus home or	

offsite locations	
Employee access to network files off campus	
Ways on mymcc to color code or identify telecourse vs. hybrid vs. offsite courses	
Search terms need to be clarified or updated for classes- easier for students to find	
Search terms need to be clarified for mymcc employees as well- especially forms	
More technology training for EVERYONE	Gap in the digital students vs. traditional
Employees and students need training	Diversity in technological literacy
We need to merge transcripts reporting immediately and need a timeline for the fix	We are missing students to recruit if this issue is not fixed asap
Too much tech and change going on	Perception of technology at MCC to students and community
Not exceptional/not a leader with technology	Comparison of technology available at other schools
Cutting edge	
Constant tech vs. emerging tech	
Capture technology – using cameras to record lectures	
Using tech for student success/improving grades and learning	
Touches everyone in the college	
Lack of a change management process	Not able to process registrations properly and not providing proof of registration.
Negative impact on productivity	Need to keep up with continuous recharge of morale in public service/customer service roles- lack of respect internally
No training provided for special software	
IT doesn't check C:\drives for "special" software before wiping out the hard drive.	
Rules change but communicator of those rules is lacking	
Lack of respect, awareness of customer service robs at MCC	
Unannounced changes made during the day in the production environment.	
Incredibly slow response time	
Lack of Root Cause Analysis and Accountability	
System changes made with no communication of impact or steps to take on initial login.	

Board of Trustees Retreat June 16, 2012

I. HEADLINE DISCUSSION

Place each headline on flip chart. Under each headline capture the discussion highlights for each of the Northwest Herald headlines for McHenry County College in 2018 presented.

- 98% of MCC Students with certificates are employed
- MCC graduate appointed to the Supreme Court
- MCC enrollment tops 10,000
- MCC beats NIU enrollments
- MCC's expanded programs meet County needs
- MCC serves 60% of County residents
- MCC opens new educational building
- US Department of Education recognizes MCC as leader of Educational Innovation
- MCC becomes command center during blizzard
- MCC raises all funds from private sources for the facility master plan
- MCC faculty member wins Nobel Prize
- MCC becomes 100% energy sustainable
- J&J builds new health center at MCC
- MCC continues educating residents to keep unemployment at its lowest rate
- MCC and MCCED retool workforce
- MCC recognized leader to bring new business

Discussions

How do we reach these headlines?

- Excellence in teaching
- Money / fiscal responsibility
- Communication
- Awareness in the Community
- Comprehensive Plan
- Buy-in both internally and externally
- Partnerships
- College readiness
- Time

Are there common themes or values?

What in these headlines communicated to you value, quality, community, innovation and transforming?

II. REVIEW OF THE SWOT

Flip Chart - SWOT - review the items that were captured in the board retreat in August of 2011

#1 Strengths

- Employees and quality educators / administrators / Staff
- Fiscally sound
- Attractive curriculum
- Collective bargaining teams
- Shah Center outreach
- Community outreach
- Location
- Proven success
- Intimate, personal attention to students
- Positive attitudes

#2 Weakness

- ~~Baggage - history~~
- Complaining without forgiving vs solution oriented
- Visual / media / image
- Physical facilities
- Inconsistence in staff
- No overarching vision
- ~~Campus closed on weekends~~
- Expense
- Angst over cultural shifts
- Perception

#3 Opportunities

- Future high school students
- Community engaged
- ~~Clean up~~ enhance reputation
- On line education
- Create a strong identity
- Impacting more of our community

- Board training
- Business involvement
- Media campaign
- New programs
- New buildings
- Potential donors to engage
- New talent to recruit

#4 Threats

- Media, bloggers
- On-line universities
- Funding
- Tax payer backlash
- Discontinuity of board membership
- **Baggage – history**
- **No continuity – staff, strategic plan, and direction**

Discussion around the SWOT to affirm the board still has these same views.

- Are there additional items to add or change 9 months to year later?
- Are these still true?
- Do these encompass the community, remote sites, outreach, etc.
- Are the opportunities encompassing the future of MCC?
- Are there common connections or themes?

III. REVIEW OF THE VALUES

Flip Chart – Values from Board Retreat in August of 2011

- Educating
- Student success, staff and individual success
- Student to student success
- Trust
- Honesty
- Openness
- Listening
- Communication – public and internal
- Diversity
- Improvement and steadfast planning
- Fiscal responsibility
- Integrity
- Service
- Quality Educational Opportunities
- Community
- Student and community learning
- Leadership

MISSION STATEMENT

1 minute elevator speech describing McHenry County College what would you say?

Capture the key elements to help build the framework of the mission statement. Remind the board to think about the SWOT, their headlines, and values.

- Prepare people for the future
- Center of Learning
- Meaningful Educational Opportunities
- Economic Value
- Caring community for you and your student
- Proven success
- Foundation for long-term learning opportunities
- Helps students meet their needs by listening
- Positively impacting company's bottom line
- Have a big impact on the residents of the County

Mission Statement

A good mission statement should accurately explain why your organization exists and what it hopes to achieve in the future. This should be accomplished in a brief sentence or paragraph that is free of jargon and industry lingo. An effective mission statement should resonate with the organizations constituents. For the College this would include; students, faculty, staff, board, and community members.

Key questions to answer in developing a mission statement:

1. What business are we in?
Learning / Education
2. What is the purpose of the College?
Provide / Opportunities / Community / Affordable
3. What are the Values of the College?
Affordable / Caring / positive / meaningful / listening / future

Mission statements should be clear and compelling and serves as a unifying focal point of effort, often creating immense team spirit. It has a clear finish line, so the organization can know when it has achieved the goal.

Next steps

1. Draft the language / options for a mission statement
2. Review with executive Council
3. Review and seek Board of Trustees input / approval
4. Establish strategic priorities to develop overarching College-wide goals through workgroup involvement
5. Finalize timeline (below)

Process and Timeline
2013-2018 (5 year plan)

When	Planning Activities	Lead by
June 2012	Affirm the mission of the College	President Smith and Board of Trustees
	Establish a strategic planning team to facilitate the workgroups and data collection.	
	Disseminate timeline, information, and informational workshops regarding the strategic planning process	
	<p>Identify Strategic planning core workgroups – (cross representation from all academic areas, full and part-time faculty, administration, professional and classified staff, support departments, foundation and advisory groups, and students).</p> <p>Hold meetings - Each of the groups analyzed and discussed the following:</p> <ul style="list-style-type: none"> • Points of quality, innovation, and success 2010-2012 • What must we do to enhance educational excellence and promote greater student success? • What should we do to contribute to the College’s financial stewardship and generate revenue? • How will we sustain our ability to change and improve? • To achieve your area’s vision and mission – What internal and external influences or operational processes must we optimized, implement, grow, or partner with? • “What is your vision for the College in 2018?” • Environmental scan – Who lives in McHenry County • SWOT analysis: Strengths, Weakness, Opportunities, Threats • Review of Educational Master Plan goals • Review the Facility Master Plan 	

	Develop web survey and guide documents	
	Launch web survey	
	Receive and summarize web survey response	
	Compile core workgroup input and information	
	Strategic planning team meets to analyze findings, develop core goals and recommend timeline for action steps within all units and division of the College	
	Review finding and goals with College leadership, core workgroups and Board of Trustees.	
	Conduct Town Hall meeting with finding, and core goals. Solicit feedback	
	Assemble Action Step planning process using the core goals	
	Generate possible action steps that would lead toward the achievement of the goals.	
	Prepare Strategic Plan draft	
	Review of the draft by Strategic Planning Team	
	Distribute the draft of the plan to College leadership	
	Responses and final feedback	
	Distribute the plan to all stakeholders for feedback	
	Collect community input via the web	
	Final Strategic Plan 2013-2018 presented to the McHenry County College Board of Trustees	