

MCHENRY COUNTY COLLEGE STRATEGIC PLAN 2011-2013

MISSION

At McHenry County College, we value learning, and we put the interests of our students and community first. By providing high quality, affordable and accessible learning opportunities, we enable students to meet their educational, career and personal goals. By sharing our knowledge and resources, we support our community's educational, social, cultural and economic vitality.

VISION

The community's first choice for a lifetime of learning.

PROCESS

At a "College Update" session for all employees, presented during Spring Faculty Workshops on January 14, 2010, McHenry County College launched "42 Days of Strategic Planning." This effort was designed to encourage College employees to utilize data included in the Academic Quality Improvement Process (AQIP) Systems Portfolio, as well as feedback collected via the recent MAP community engagement project to develop a common set of strategic priorities for the next three years (FY 2011-2013).



PRINCIPLE	STRATEGIC PRIORITIES
<p>Quality</p> <p><i>To achieve excellence in teaching, learning and the services we provide by:</i></p>	<ul style="list-style-type: none"> • Promoting student success through outstanding teaching and support services • Attracting and retaining high-quality employees • Promoting a culture of personal and professional development among employees • Providing up-to-date facilities and equipment that meet student learning needs, support program growth, and promote employee effectiveness
<p>Accessibility</p> <p><i>To provide learning opportunities and support services that meet the needs of our diverse population by:</i></p>	<ul style="list-style-type: none"> • Providing opportunities that allow students, employees and our diverse community to engage at MCC, inside and outside of the classroom • Meeting student demand for coursework through diverse offerings and delivery methods • Providing smooth transitions from one learning stage to another
<p>Affordability</p> <p><i>To offer opportunities to those at all economic levels to pursue their educational goals and personal enrichment by:</i></p>	<ul style="list-style-type: none"> • Offsetting the financial burden of education on our students by using current resources efficiently and pursuing alternative sources of revenue • Increasing financial aid resources available to students • Strengthening the financial stability of the College
<p>Innovation</p> <p><i>To collaboratively generate creative and effective solutions by:</i></p>	<ul style="list-style-type: none"> • Valuing, inspiring and cultivating people, partnerships and processes to embrace dynamic growth • Creating, reinventing and promoting opportunities to encourage a lifetime of learning
<p>Accountability</p> <p><i>To promote a service-oriented and ethical culture of fiscal, social, professional and individual responsibility by:</i></p>	<ul style="list-style-type: none"> • Increasing transparency in institutional policies, procedures and processes • Improving internal controls • Promoting and modeling sustainability and environmental stewardship • Creating measurable targets and evaluation processes for key strategies and objectives

Strategic Priorities and Potential Metrics DRAFT 03/18/2010	<u>Data Source</u>
Quality: to achieve excellence in teaching, learning, and the services we provide by:	
1. Promoting student success through outstanding teaching and support services	
1.1. Student graduation and transfer rate (IPEDS or Maryland Model, NCCBP)	IR
1.2. Success and retention rates in courses (NCCBP)	IR
1.3. Student employment in related field or pursuing education (NCCBP, grad survey)	IR
1.4. Proportion of career graduates in relevant fields passing licensure/certification exams, proportion of career students in relevant fields passing competency tests (e.g., NOCTI)	CTE
1.5. Overall satisfaction of graduates (from grad survey)	IR
1.6. Student engagement (CCSSE)	IR
1.7. Student persistence, fall-to-fall and fall-to-spring	IR
2. Attracting and retaining high quality employees	
2.1. Percent of "first choice" job candidates who accept the job offer	HR
2.2. Percent of "preferred" qualifications met by new hires	HR
2.3. Employee departure rate (NCCBP)	IR
2.4. Employee climate (PACE survey, esp. Supervisory Relationships factor)	IR
2.5. Diversity of employees compared to diversity of students and district (Census)	IR
3. Promoting a culture of personal and professional development among employees	
3.1. Percent of employees participating in non-mandatory professional development	Leadership Council
3.2. Percent of employees recording professional development clock hours	HR/Prof Dev
3.3. Proportion of employees attending local or national conferences/training seminars in their field	Leadership Council
3.4. Proportion of employees attending conferences who present at those conferences (note: requires modification of travel preapproval form)	Finance
3.5. Proportion of employees with membership in professional associations	Leadership Council
3.6. Employee perception of availability of professional development and training opportunities (item on PACE survey)	IR
4. Providing up-to-date facilities and equipment that meet student learning needs, support program growth, and promote employee effectiveness	
4.1. Survey of faculty and staff regarding facilities	IR, Facilities Committee
4.2. Facilities questions in Current Student Survey	IR
4.3. Ergonomic review of employee workstations and risk assessments for departments (% of workstations/depts reviewed, % recommended remedies implemented)	Health & Wellness
4.4. Proportion of facility rental requests accommodated	Campus Facilities
4.5. Renters' satisfaction with facilities	Campus Facilities/IR

Accessibility: to provide learning opportunities and supportive services that meet the needs of our diverse population by:	
1. Providing opportunities to allow students, employees, and the community to engage at MCC inside and outside of the classroom	
1.1. Number of attendees at MCC events	CPE, Facilities, Student Affairs
1.2. Headcount enrollment, growth compared to statewide (ICCB)	IR
1.3. Proportion of grads participating in student activities (grad survey)	IR
1.4. Net Revenue of contract training services (NCCBP)	CPE/IR
1.5. Companies served by contract training services (NCCBP)	CPE/IR
1.6. Number of participants in student events (including employees)	Student Affairs
1.7. Diversity of students compared to diversity of district (Census)	IR
2. Meeting student demand for coursework through diverse delivery modes	
2.1. Fill rates of credit classes by delivery mode	IR
2.2. Fill rates of credit classes by time (morning, afternoon, evening)	IR
2.3. Success and retention in distance education courses (NCCBP)	IR
2.4. Distance education courses as proportion of total credit hrs and credit sections (NCCBP)	IR
2.5. Proportion of priority registration students able to register for first choice of classes (registration survey)	IR
2.6. Proportion of courses with at least one open seat in one section	IR
3. Providing smooth transitions from one learning stage to another	
3.1. Student success and retention in developmental courses (NCCBP)	IR
3.2. Success/retention of developmental students in first college-level courses (NCCBP)	IR
3.3. Proportions of new incoming high school students enrolling in developmental courses	IR
3.4. Number of dual credit/dual enrolled students (including home schooled students)	IR/Perkins HS Plus
3.5. Student GPA at transfer school (ISEG, NCCBP)	IR
3.6. Student retention and success in first semester at MCC	IR
3.7. Proportion of students completing highest-level course in ESL or ASE and enrolling in credit course at MCC within one semester/one year	IR
Affordability: to offer opportunities to those of all economic levels to pursue their educational goals and personal enrichment by:	
1. Offsetting the financial burden on our students by using current resources efficiently and pursuing alternate sources of revenue	
1.1. Non-tuition/tax/appropriations revenue received	Grants Office, Finance
1.2. Unit costs (ICCB) and costs per credit hour (NCCBP)	Finance, IR
1.3. Fill rates of courses	IR
1.4. Proportion of non-instructional to instructional costs in budget	Finance, IR
2. Increasing financial aid resources available to students	
2.1. Proportion of students receiving financial aid	Fin Aid
2.2. Proportion of students completing FAFSA	Fin Aid
2.3. Dollars awarded to students by Foundation, MCC, and outside sources	Fin Aid, Foundation

3. Strengthening the College's financial stability	
3.1. Undesignated operating fund balance as proportion of operating expenses	Finance
3.2. Operations and Maintenance Restricted Fund balance	Finance
Innovation: to collaborate with stakeholders to anticipate their needs and pioneer creative and effective solutions by:	
1. Valuing, inspiring, and cultivating people, partnerships, and processes to embrace dynamic growth	
1.1. Number of collaborative partnerships with government, business, and educational organizations, number of employees with memberships in community organizations	All
1.2. Employee climate (PACE survey, items in Teamwork factor)	IR
1.3. Number of credit hours generated without impact on main campus (e.g., online, satellite sites, etc.)	IR
2. Creating, reinventing, and promoting opportunities to encourage a lifetime of learning	
2.1. Market penetration, credit and noncredit (NCCBP)	CPE, IR, OMPR
2.2. Number of curriculum updates sent to ICCB annually	CAPC, CD&R?
2.3. Number of new noncredit offerings annually	CPE
2.4. Number of noncredit offerings converted to credit courses	CPE
Accountability: to promote a service-oriented and ethical culture of fiscal, social, professional, and individual responsibility by:	
1. Increasing transparency in institutional policies, procedures, and processes	
1.1. PACE survey, Institutional Structure factor (e.g., actions reflect mission, decisions made at appropriate level, open and ethical communication, clearly defined administrative processes)	IR
2. Improving internal controls	
2.1. Proportion of key processes documented	All
2.2. Proportion of employees completing required training	HR, Prof Dev
2.3. Number of findings noted on A133 audit report	Finance
2.4. Proportion of employees receiving performance appraisals annually	HR
3. Promoting and modeling sustainability and environmental stewardship	
3.1. Seven "tangible actions" as part of American College & University Presidents Climate Commitment (ACUPCC)	Building and Grounds, Waste Reduction?
3.2. Number of attendees in "green" programs	Campus Facilities/CPE
3.3. Number and proportion of employees participating in professional development opportunities related to sustainability	Prof Dev
4. Creating measurable targets and evaluation processes for key strategies and objectives	
4.1. Create, implement, and maintain a "dashboard" showing MCC's performance on key metrics	IR