MCHENRY COUNTY COLLEGE
STRATEGIC PLAN 2019-2024
SUMMARY REPORT

McHenry
County College

MCC STRATEGIC PLAN 2019-2024
SUMMARY REPORT

EXECUTIVE SUMMARY

Since the implementation of McHenry County College's five-year Strategic Plan in 2019, the College has 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 been implemented over the past five years as part of various planning efforts. The College has seen advancements in a multitude of ways, including student engagement, enrollment, accessibility, career readiness, term-to-term persistence, and more. This progress is a testament to MCC's continued focus our students.

This Strategic Plan Summary displays the progress the College has made on its goals and serves as a foundation on which to build as we consider our 2025-2030 Strategic Plan.

Enhancing Student Engagement, Completion, and Career Readiness

College leadership has listened to student feedback and worked with employees throughout the institution to develop creative and fast-to-implement solutions that increase student success. This includes the expansion of resources that address food insecurity, transportation challenges, technology barriers, and mental health support. We have focused on streamlining communication and making information easier to find by implementing tools such as Navigate360, AIM-ADS, and a chatbot on the website. The Dual Credit program has also seen continuous improvement with the addition of specialized orientation programs and advisors hired to assist in students' transition to college. Efforts to align course offerings with student demand, such as the waitlist management process, have further supported student persistence, ensuring that they can maximize their credit hours each term. We have also expanded career readiness initiatives, including new programs, workshops, and increased internship opportunities. The College's walk-in advising model has proven effective, with nearly 10,000 students served in 2023. Scholarship opportunities have also expanded, with the number of awards growing significantly from 307 in FY 2019 to 876 in FY 2024, demonstrating the College's commitment to supporting its students financially.

Financial Resource Generation and Sustainability

The College has adopted a multi-faceted approach to increasing revenue while effectively managing expenses. Revenue growth has been achieved through expanding event programming and developing new revenue streams from expanded grants, philanthropy, and event facilities like the planetarium. Revenue from the MCC Store has also grown, driven by a shift in focus from textbook sales to a broader range of merchandise. The College's financial management remains strong, evidenced by continuous unqualified audits and the successful maintenance of a Composite Financial Index (CFI) above the 3.0 threshold. Key facility renovations have been completed without taxpayer support, showcasing financial prudence. Efforts to cultivate a grant-seeking culture among employees have been successful, with 18 projects funded through the mini-grant program over the past two years. Grant funding has supported innovative programs such as the Center for Agrarian Learning and the student farm, which have thrived due to operational and expansion grants.

Infrastructure and Technology Solutions

MCC has undertaken a comprehensive strategy to optimize infrastructure and technology, focusing on improving classroom scheduling, enhancing technology use, and strengthening information security. Significant strides have been made in making student transactional processes more user-friendly, empowering students to manage their academic journeys from course registration to financial aid management. Information Technology has played a critical role in implementing new software across the College. Security remains a top priority, with the implementation of Multi-Factor Authentication and ongoing encryption efforts safeguarding sensitive data. The move towards a cloud-first model has further enhanced service delivery while reducing onsite infrastructure needs. Support for remote work has also been a priority.

Diversity, Equity, Belonging, and Inclusion (DEBI)

The College has provided continuous opportunities for in-person listening and discussion of DEBI-related topics, including events such as Equi-Table Talks and Meaningful Meals. The hiring of an Associate Vice President of DEBI has helped us establish a set of DEBI definitions as a foundational and institutional framework. Continuous learning opportunities have been facilitated for all employees, including a comprehensive training series, which began in Fall 2022.

Facility Planning

The College has successfully completed multiple capital projects to ensure that facilities remain safe, durable, and relevant to the current and future college landscape. Some of these projects included the construction of the Foglia Center for Advanced Technology and Innovation (CATI) and a comprehensive renovation to open the Catalyst Campus in Woodstock, which includes the new University Center at MCC. Other projects included a new Building D roof, CO/LAB spaces for student collaboration, milling and paving Ring Road around the campus, and an update of the MCC Store.

Strengthening 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. We continued to convene the Manufacturing Pathways Consortium and have been growing relationships with key community leaders in business, education, nonprofits, and government, seeking input on our curriculum and finding ways to collaborate and serve the community. Ongoing efforts to develop relationships with individuals who can provide philanthropic support have continued to be positive and growth-oriented.

Throughout this summary, 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.

SUMMARY OF PROGRESS

GOAL 1 – Create accessible, high-impact student-focused services, interventions, and facilities that increase student engagement, completion, and career readiness.

KPI – ACCESSIBILITY

Active Strategy
Invest in communication tools and technology to provide easy access for students.

Progress to Date

- Navigate360
- Student email
- AIM – ADS
- Chatbot on the website

Evidence of Success

- All MCC students receive email accounts.
- Current students, prospective students, and community members utilize the chatbot installed on the main page of the mchenry.edu website and embedded in Admission's webpage. Inquiries are fielded daily, and students are provided quick answers to their questions or are referred to the appropriate departments for support as necessary.

KPI – ENROLLMENT

Active Strategy
Provide academic and transfer advising for Dual Credit (DC) students to assist with transition to college.

Progress to Date

- The DC Expansion Grant through the Department of Education (DOE) supports hiring a DC Advising and Outreach Specialist. The Illinois Community College Board (ICCB) DC Access and Equity Grant supports hiring a DC Advising and Transfer Specialist.
- These positions are funded until August 2025 and June 2025 respectively. Both positions have been hired as of April 2024.
- Dual Credit advisors will primarily work within partnering high schools to assist dual credit students with transition to MCC and other postsecondary institutions.

KPI – STUDENT ENGAGEMENT

Active Strategy
Establish Dual Credit orientation programming.

Progress to Date
The DC Expansion Grant through DOE supports Dual Credit orientation programming. An online orientation program will supplement an on-campus program for approximately 4,000 high school dual credit students in September 2024.

KPI – TERM-TO-TERM PERSISTENCE

Active Strategy
Provide a triage/drop-in Advising Center for students during peak advising times.

Progress to Date
- By offering a walk-in model, the Advising Office makes it easier for students to receive immediate assistance with any questions or concerns they may have. This accessibility eliminates the need for students to schedule appointments in advance, making it more convenient for them to seek help when needed. This can be specifically advantageous for students with busy schedules or for unexpected issues that arise.
- MCC increased staffing in Advising and included Advising responsibilities in key positions across the division to assist during peak periods.

Evidence of Success
- In 2023, the Advising Office assisted a total of 9,697 students, with 6,869 coming in as walk-ins and 2,828 having scheduled appointments.
- Students who walked in experienced an average wait time of nine minutes, highlighting the average of providing both walk-in and appointment options. This allows students to choose the service that aligns best with their schedule, ultimately removing barriers and ensuring high-quality service.

KPI – TERM-TO-TERM PERSISTENCE

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

Progress to Date
- Program of Study initiative, co-requisites, and multiple other measures.
- Developed a waitlist management process to inform deans about course waitlists and potential new sections.

Evidence of Success
Implemented a waitlist communication process in Spring 2024, resulting in one new section created for that term (20 total students enrolled). Two new sections (21 total enrollments) were created in Summer 2024.

KPI – TERM -TO-TERM PERSISTENCE

Active Strategy
Improve retention through analysis of courses, and course sequencing.

Progress to Date
Pathways: sell sheets, analog, Curriculog, Program of Study, 2+2 agreements.

Evidence of Success
Guided Pathways have been created for all AA, AS, AFA, AES, and AAS degrees and published and approved (Curriculog) through different modalities, sell sheets, and on our online catalog (Analog).

KPI – STUDENT ENGAGEMENT

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

Progress to Date
- Increased the number of academic workshops offered by the library and the Sage Learning Center.
- Added tutoring for Early Childhood Education and Nursing Assistant programs.
- Online 24/7 tutoring available through TutorMe for all students enrolled in an MCC course.

Evidence of Success
1,928 students completed online orientation for fall.

KPI – TERM-TO-TERM PERSISTENCE

Active Strategy
Improve retention of Student Athletes.

Progress to Date
- New Scot Orientation
- Assigned advisor and team advising sessions
- Student-Athlete Council
- Bilingual eligibility packet
- Academic success tables
- Relocation of Athletics Office

Evidence of Success
- Maintained 3.0 Dept. GPA
- MBB-Soccer had the highest team GPA in seven years
- The Fall 2024 goal is to increase department persistence rate to 96%

KPI – CAREER READINESS

Active Strategy
Create new programs for career readiness.

Progress to Date
- "Pathways to Your Career" and other undecided student efforts
- Career Services Office relocated to student resource hallway in Building A
- Annual Career Services workshop series
- Introduction of Apprenticeship and Micro-Internship programs
- Expanded grant funding for internships

Evidence of Success
- "Pathways to Your Career" is offered every fall and spring semester and highlights each meta-pathway. It includes discussions with experts from diverse backgrounds, offering valuable insights about the academic programs, career opportunities, and local industries tied to each meta-pathway.
- We have also created an "undecided" webpage, which introduces four steps of career exploration. In the last few months, there have been 352 page views.
- The Pathways Office provides undecided students with support.
- The PDV 110 course has been revised.
- Career Services provides 40-45 workshops annually.
- Internships grant-funded at highest level for past three years.

KPI – AFFORDABILITY

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

Progress to Date
- High Impact Scholarships, Learn It to Earn It, increased outside scholarships, increased tuition waivers for Athletics, and Noncredit Career Training Scholarships.
- The Friends of MCC Foundation created a dedicated scholarship and outreach position focused on both students and individual scholarship donors. This has allowed a more focused effort toward scholarship growth. In 2023, the position who provided coordination of the scholarship platform and with extensive knowledge of scholarships was moved into this role to better serve scholarship donors and MCC students.

Evidence of Success
- High Impact Scholarships provide 11 full-tuition scholarships each year for students. The inclusion of these scholarship applications in the general applications has increased the number of applicants.
- Since Spring 2020, the Learn It to Earn It program has helped students "earn" tuition for 317 credit hours—a total reduction of $23,867 in student debt.

KPI – AFFORDABILITY

Active Strategy
Maximize federal funding opportunities, immediately putting resources in the hands of our students.

Progress to Date
Through Title III Higher Education Emergency Relief Funding, we have supported students with transportation through McRide and Uber, and assisted with food insecurities through Café Cards.

Evidence of Success
COVID Relief dollars from Title III:
- Café Cards - $274,088
- Transportation - $93,934
- MCC Store Cards - $51,000 - Purple Pride Dollars.

KPI – AFFORDABILITY

Active Strategy
Grow general scholarships, and the Scot Success Scholarship, allowing us to expand the number of students who receive financial support.

Progress to Date
- Total scholarship awards have grown from 307 in FY 2019 to 876 awards in FY 2024. This growth is due to new general scholarships, including the Scot Success Scholarship. To date, Scot Success has awarded approximately $450K.
- Noncredit scholarship funds and transfer scholarships have also increased.
- Education to Empowerment has increased to 10 annual scholarships, resulting in $100K in annual funding.

KPI – STUDENT ENGAGEMENT

Active Strategy
Grow grants so we can pilot innovative and progressive programming.

Progress to Date
- Increased the number of grant applications and awards.
- Received awards from new funders (Advance McHenry County, Motorola Solutions Foundation, Congressionally Directed Spending/Community Project Funding, etc.).

Evidence of Success
- Increased grant dollars applied for from an average of about $3.5M five years ago to more than an average of $8M annually.
- Increased grant awards from $2.3M in FY 2019 to more than $4.3M in FY 2024.

KPI – COURSE RETENTION AND SUCCESS

Active Strategy
Continue Title III efforts.

Progress to Date
Initiatives include HIPS, Gateway course revisions, undecided student support, assigned advising, Co/Labs, Pathways, and Navigate360.

Evidence of Success
These initiatives have been started and/or implemented/institutionalized starting in 2019 through 2024.

KPI – ENROLLMENT

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

Progress to Date
- The Admissions Office conducts online and in-person New Student Orientation (NSO) and follows up after each NSO session. New Student Enrollment Coaches call and email all students a week after they apply to the College.
- We have overhauled and improved the welcome package and updated "next steps" resources. Several outreach campaigns have been instituted, including a postcard campaign to all incomplete applicants; faculty postcard in alignment with pathway to all new applicants; email and text campaign for general registration dates; and presentations at each high school to all students who have applied to MCC as a "pre-NSO." We also began calling campaigns to all students who are flagged as "Applied, Not Enrolled" to check in with their needs.
- NSO provides a solid start for new students at MCC. Students who attend orientation learn more about the College and our resources as well as the degree and certificate options we provide.
- The new student experience builds from the pathway model by allowing students to choose one of 12 possible areas of focus within their application. Once the application is completed, new students continue the process by registering for MCC's orientation, which incorporates pathways resources through every step of the process.

Evidence of Success
- NSO—1,928 students completed online orientation and 872 attended in-person orientation for fall. The survey results indicate that NSO had several positive outcomes. 80.36% of students reported feeling more familiar with MCC's campus after orientation, and 60.71% said they felt more familiar with the common terminology used in college, which can be important for academic success.
- The orientation also had a positive impact on students' attitudes about starting at MCC with 69.64% of students reporting a more positive attitude.
- A significant number of students—66.07%--agreed that they have a first semester plan that includes relevant courses and a personalized goal, indicating that the orientation helped students in planning their academic journey.

KPI – ENROLLMENT

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

Progress to Date
- Admissions: Recruit buildout
- College and Career Readiness: Dual Enroll implemented for Dual Credit registration.

Evidence of Success

- Standardized daily use and logging of data in Recruit system by recruiters.
- Tracking prospective student interactions and following up with prospect interest.
- Utilizing "Events" in Recruit to advertise recruitment initiatives and track interest.
- Updated the new student application to align with academic pathways and to be inclusive of diverse students' needs.
- In College and Career Readiness, more than 6,200 Spring 2024 registrations were processed through Dual Enroll.

KPI – ENROLLMENT

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

Progress to Date

- We have created an annual summer block party focused on alumni engagement and are more intentional with engaging alumni at Commencement (and the week prior) and other special community events (President's Dinner, Donor Appreciation, etc.).
- In 2019, the Foundation recruitment team began work on connecting a group of alumni to create an Alumni Engagement Committee with the intent to assist with student recruitment, but this initiative became stalled. However, we have been in an active process of hiring a new part-time alumni position.

Evidence of Success

- 872 attended in-person orientation for fall.
- Over 300 people attended the first MCC Community Block Party with over 30 new alumni registering.

KPI – ENROLLMENT

Active Strategy
Grow and sustain a Student Success Fund (SSF) to continue emergency support efforts.

Progress to Date
Established the SSF to support emergency expenses. This fund was expanded from $500 to $1,000 per qualified student during COVID. It has since been reduced to $500. The Foundation is now looking to expand the SSF to include more student support services such as transportation and food.

Evidence of Success
$197K in emergency funding has been provided to 328 students since 2018.

KPI – STUDENT GRADUATION/COMPLETION

Active Strategy
Focus further on supporting undecided students, including specific class support and working with the Office of Marketing and Public Relations (OMPR) on web updates.

Progress to Date
There has been an increased focus on undecided students.

Evidence of Success

- Created an undecided website, NSO undecided room, and assigned advising. Pathways Office will provide undecided student support.
- Automated communications have been set up based on application selection of undecided pathway.
- PDV 110 has been revised.

KPI – TERM-TO-TERM PERSISTENCE

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

Progress to Date
- Assigned Advising was implemented in Spring 2024, allowing students to view their pathway-specific advisor in Self-Service.
- Self-Service "quick registration" was enabled in Summer 2024, allowing one-click registration from a student's Self-Service home page once a section has been planned.
- The provisional waiver process was revised, allowing guest/visiting students to register via Self-Service in addition to via the Registration Office.

Evidence of Success
- 1,446 students (unduplicated) have been assigned an academic advisor in 2024.
- In the first 30 days of Summer 2024, quick registration enabled and revised the provisional waiver process.
- 1,759 registrations were completed via Self-Service (1,092 were completed in Summer 2023 and 894 were completed in Summer 2022 over the first 30 days).

KPI – TERM-TO-TERM PERSISTENCE

Active Strategy
Research, review, select, and implement a college-wide student retention software system.

Progress to Date
Navigate360

Evidence of Success
A 31-person cross-campus team recommended that the institution adopt Navigate360. Implementation has been on-going since its purchase, with training taking place this spring, a pilot this summer, and full launch planned for the Fall 2024 semester.

KPI – TERM-TO-TERM PERSISTENCE

Active Strategy
Connect Pathways with select MCC 101 sections.

Progress to Date
A select number of classes and SuperTwofers have an MCC 101 pathway-specific course attached.

Evidence of Success
MCC 101 has been linked to psychology and art. Last year, it was connected via the SuperTwofer program to philosophy/art, psychology/English, and sociology/speech. Next year, MCC 101 is scheduled to be connected to the same SuperTwofers, as well as sociology, English, and biology.

KPI – TERM-TO-TERM PERSISTENCE

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

Progress to Date
- Developed key staff positions: learning and retention specialists, success coaches, academic support coaches, assigned advisor for Athletics.
- Interventions included Early Alert, TutorMe, mentoring program, navigators, and other student assistance efforts.
- Transitioned Early Alert to Navigate360 in Summer 2024.

KPI – TERM-TO-TERM PERSISTENCE

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

Progress to Date
- Early Academic Alert reporting was communicated and made available to faculty by linking the form to the important links of the faculty portal.
- Navigate360, a retention software platform, is being created and set up for employee use. Faculty feedback has been provided consistently to ensure it will be utilized by faculty.

Evidence of Success
- A button was created in the faculty portal for the Early Academic Alert form for easy access and identification for faculty.
- Navigate360 is a goal of the Student Affairs Engagement Academic Council sub-committee. Faculty on the committee have provided feedback for the successful creation and implementation of the program in Summer 2024.

KPI – STUDENT ENGAGEMENT

Active Strategy
Improve awareness of mental health concerns and suicide prevention.

Progress to Date
- Aligned crisis intervention under student engagement efforts and created a wellness space for students in distress (Room A252).
- Hired a staff position, the Coordinator of Student Wellness, to ensure a targeted approach to awareness and education.
- Awarded the Mental Health Act grant to fund services.
- Offered Question, Persuade, and Refer (QPR) Suicide Prevention Training.
- Expanded student online service offerings by contracting with Together All, a free, anonymous, online, peer to peer mental health community available 24/7.
- Contracted with online therapy platform that provides synchronous telehealth counseling sessions.
- Provided mental health first aid training for employees.

Evidence of Success
- In the summer of 2023, MCC offered mental health first-aid trainings.
- A student wellness position was approved and filled in November 2023.
- Offered QPR training every semester with participation from both students and employees.
- Contracted with Together All, a peer-to-peer online mental health service, in March 2023.
- Talkspace was available for students as the online therapy platform available to students 24/7.

KPI – COURSE RETENTION AND SUCCESS

Active Strategy
Create fully functional online services and programming that will support the students of the Upward Bound (UB) program.

Progress to Date
Talkspace, TutorMe, Vector Solutions, and Career Coach.

Evidence of Success
UB students receive most resources available to all MCC students. These students were also added to Lumens and assigned to respective UB courses.

COMPLETED

KPI – STUDENT ENGAGEMENT

Completed Strategy
Effectively launch and communicate benefits of student email accounts.

Progress to Date
Student email via Microsoft was successfully implemented.

Evidence of Success
All MCC students receive email accounts.

KPI – TERM-TO-TERM PERSISTENCE

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

Progress to Date
Meta-pathways.

Evidence of Success
Revised our meta-pathways to align with our district's K-12 career pathways. Went from six meta-pathways to 12 meta-pathways.

KPI – COURSE RETENTION AND SUCCESS

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

Progress to Date
Created Co/Labs

Evidence of Success
Last Title III reporting year, we had 14,070 students reserve one of the three CO/LABS for study tables, club meetings, and faculty-led groups.

KPI – CAREER READINESS

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

Progress to Date
- Career Coach is embedded in MCC 101 and available to all MCC students; it is shared with high schools, workforce partners, and community members.
- The Career Coach widget is embedded on all program pages.
- Career Coach was reformatted to align with MCC meta-pathways.

Evidence of Success
10,500+ Career Coach visits in FY 2023.

KPI – AFFORDABILITY

Completed Strategy
Remove students' financial barriers.

Progress to Date
- Provided scholarships and student assistance
- Removed library holds
- Conducted an audit of Registration holds and student account updates
- Widely available waiver codes for application fee
- Removed drop for non-payment
- Focused on promotion of Free Application for Federal Student Aid (FAFSA) and the Alternative Application for Financial Aid

Evidence of Success
- The Financial Aid Office has increased efforts to promote financial aid completion, offering personal or group opportunities to learn and assist with document completion. We revised policies and procedures to make the financial aid experience more efficient, and removed additional barriers that hindered completion.
- The Financial Aid Office has provided FAFSA Workshops at many of the local high schools and libraries along with hosting FAFSA Workshops on MCC's campus.

KPI – COURSE RETENTION AND SUCCESS

Completed Strategy
Expand resources that support efforts to mitigate food insecurity and transportation challenges.

Progress to Date
Student assistance programs continue to support the needs of our students. The efforts making the most impact are transportation and Café Cards.

Evidence of Success
- From April 2022–April 2023, 800 MCC Café cards were awarded to students to relieve food insecurities.
- From October 2021–April 2023, over 4,300 student transportation requests were received by McRide.
- From November 2021, there were 966 students granted Uber requests.

GOAL 2 – Develop and execute transparent strategies for generating and sustaining financial resources necessary to drive College innovations and operations.

KPI – FINANCIAL STABILITY

Active Strategy
Increase revenue opportunities based on changing customer demand.

Progress to Date
- Growth in existing event programming
- Increase in rental fees to be competitive
- Expanded rental program for specific facilities (i.e., planetarium)
- Additional event revenue as result of endowed innovation positions

Evidence of Success
Significant growth of planetarium and special event registrations over the past two years.

KPI – FINANCIAL STABILITY

Active Strategy
Oversee negotiations of all contracts into which the College enters.

Progress to Date
All contracts involving financial commitments are reviewed at multiple levels; contracts are also edited when applicable.

Evidence of Success
The College has had no defaults or breaches of contractual obligations and has not had to pursue litigation for vendor breaches.

KPI – FINANCIAL STABILITY

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

Progress to Date
- The College has had continuous annual unqualified audits.
- The CFI index has also been successful in keeping the CFI above 3.0 with the exception in years 2018-2020. This was a result of Governmental Accounting Standards Board (GASB) 75 adoption for other post-employment benefits (OPEB). Netting out the effect of GASB 75 results in a CFI greater than 3.0.

Evidence of Success
Continuous unqualified annual financial reports. CFI net of GASB 75 effect exceeds the 3.0 threshold. Compliance with Board Policy 2.1.5.1 has been met annually.

KPI – FINANCIAL STABILITY

Active Strategy
Align the budgeting process with the College's Master Plan and Strategic Plan.

Progress to Date
Combined-effort, campus-wide inputs develop the annual budget. The President's Cabinet refines the data input and selects initiatives that further the mission and goals of the College.

Evidence of Success
- Actual performance compared to budgets.
- Success of both CCHC and ICCRMC consortiums.
- Lowest per capita cost in the State.
- Since 2015, the College developed a plan to renovate 183,777 square feet of its facilities totaling $69M with no taxpayer support.
- Healthy fund balances annually in compliance with Board Policy 2.1.5.1 and CFI performance.

KPI – FINANCIAL STABILITY

Active Strategy
Create opportunities for new/pilot program funding.

Progress to Date
- Grant funding for the Center for Agrarian Learning (CAL) and the student farm
- Mini-grant program
- Application for Open Education Resource (OER) grant

Evidence of Success
- Received grants for operational support of CAL along with funding to expand the student farm.
- Applied for a grant to develop new OER projects.
- Implemented the mini-grant program to allow for small-scale pilot programs.

KPI – FINANCIAL STABILITY

Active Strategy
Increase MCC Store revenue opportunities based on changing customer demand.

Progress to Date
- The MCC Store continues to support trade grants with both resources and supplies.
- The change in model to less textbook sales, more merchandise is supported through use of new vendors and creative partnerships to bring in new and attractive apparel, leading to a growing interest in MCC-branded items by students, community members, and employees.

Evidence of Success
- Growth in supply budget and offerings.
- Increased sales of apparel and other branded merchandise.

COMPLETED

KPI – EXPENSES

Completed Strategy
Adaptive reuse of space.

Progress to Date
Remodeled former science lab into noncredit Allied Health lab.

Evidence of Success
The science lab is now used by four noncredit Allied Health programs and is in use year-round.

KPI – FINANCIAL STABILITY

Unknown Strategy
Grow financial assistance opportunities that increase student access.

Progress to Date
- Student assistance programs
- Student Employment Title IV funding increased
- Laptop loaner program
- Increased MAP Grant awards

Evidence of Success
- Federal Title IV funding for student employment will be $124,623, and an additional $143,854 from the Federal Supplement Education Opportunity Grant (FSEOG) for the upcoming academic year.
- Since 2019, 80% more students have received funding through the Monetary Award Program (MAP) grant.
- The funds have increased by almost 50%, nearing $600,000 issued to students to help cover tuition and fees.

KPI – FINANCIAL STABILITY

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

Progress to Date
Title III, ICCB College Bridge, COVID Relief, ECACE, HEERF, Motorola, Gene Haas, and Cowlin Foundation (SSF) grants.

Evidence of Success
- Significant increase in the number of grants that fund scholarships, thereby increasing access to MCC (Motorola Solutions Foundation, Gene Haas, etc.).
- Funding also allowed for the additional contractual services of TutorMe, a supplemental online tutoring service available 24/7 and a partnership with Samaritan Counseling for additional in-person support with a licensed counselor to respond to students in distress or crisis.
- Funding was also used for the creation of student assistance programs aimed at supporting our students with the most critical needs.

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.

KPI – ACCESSIBILITY

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

Progress to Date
- Regularly meeting with deans/academic affairs leadership to troubleshoot scheduling challenges and provide creative space options.
- Revisiting Higher Education Scheduling Index (HESI) scheduling software to show historic data that informs future scheduling.

Evidence of Success
Meeting regularly with Ad Astra to revisit smart scheduling, using better data over time to inform scheduling process – to begin Fall 2024.

KPI – ACCESSIBILITY

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

Progress to Date
- Colleague Self-Service has been kept up to date to make available all new enhancements.
- Work has been done on Self-Service to ensure it is easy to use, informative, and functional.
- Colleague enhancements to formatting of non-English names has allowed the use of authentic names in student systems.

Evidence of Success
Students use Self-Service on a regular basis to plan their degrees, register for classes, check their grades, establish payment plans, receive financial aid counseling, and order transcripts.

KPI – EFFICIENCY

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

Progress to Date
Information Technology (IT) has been more insistent about being a partner during software evaluation and implementation. Purchasing rules have changed so that IT is made (mostly) aware regarding any new IT-related purchases.

Evidence of Success
IT was involved from the beginning regarding implementations of multi-departmental software applications such as Curriculog, Navigate360, and other systems. IT has been a leader and a trusted partner in helping to implement new systems and updating software to take advantage of new features and security enhancements.

KPI – EFFICIENCY

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

Progress to Date
IT has led a revamp of the testing and upgrade process of the ERP. IT has also adopted a formal change management process to better control changes and improve communications.

Evidence of Success
A weekly Change Management meeting is held, at which upcoming changes are reviewed before approval and implementation. The ERP has a formal schedule for testing and release of quarterly upgrades that has reduced workload and helped ensure robust testing.

KPI – EFFICIENCY

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

Progress to Date
- IT has made many training opportunities available to staff with the goal of empowering the users of software and systems to be more effective and efficient.
- IT has developed an extensive knowledge base.
- Periodic communications are sent on topical technology issues.
- IT has also participated in community events such as Career Quest to promote computer science careers to younger audiences.

Evidence of Success
- Provided training on Web Intelligence (WebI) Report Running, WebI Report Writing, WebI Fundamentals and Advanced Topics, SoftDocs Forms and Workflow Development, OneDrive Usage, moving from the Shared Drive to OneDrive, Microsoft Teams, MiCollab, and general issue training.
- Created IT Alerts and IT Info for timely notification of issues and updates regarding new technology availability.
- Implemented new hire and annual KnowBe4 security training.

KPI – EFFICIENCY

Active Strategy
Move to a cloud-first model to ensure agility and availability of user services and resources, transitioning software to cloud hosting when possible.

Progress to Date
IT chooses cloud solutions when possible and when it makes sense to do so. Reducing the on-site environment often improves resiliency, simplifies administration, and reduces overhead.

Evidence of Success
IT has moved several critical formerly on-site systems to the cloud. The cloud is now the preferred option when selecting new systems. Several newly acquired software and systems have been chosen, in part or in whole, because they are cloud-based.

KPI – STUDENT SUCCESS

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

Progress to Date
All services are constantly evaluated for improvement potential. Changes to services are made with the end-user as the main focus.

Evidence of Success
New processes are implemented as opportunities are identified to ensure IT provides the highest quality service and adopts leading-edge technology such as Artificial Intelligence (AI).

KPI – STUDENT SUCCESS

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

Progress to Date
- Utilization of cloud services to manage a comprehensive set of updates and software packages to allow for less exception while upgrading on-prem infrastructure within server and software lifecycles.
- Purchase and implementation of Curriculog, Acalog, Register Blast, AIM, disability services software, and Navigate360 (EAB).

Evidence of Success
Numerous systems assist in the management of upgrades and service delivery.

KPI – SAFETY AND SECURITY

Active Strategy
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.

Progress to Date
IT has established and conducted an information security training program that includes yearly training for all current employees, student employees, and training for new employees during the onboarding process. IT also conducts regularly scheduled simulated phishing messages.

Evidence of Success
- Increase in the reporting of suspected phishing messages.
- Incidents of recipients clicking on a link in a simulated phishing message has remained very low.
- The Information Security Officer position has been established and staffed to keep security at the forefront of all IT activities and increase responsiveness to threats.

KPI – SAFETY AND SECURITY

Active Strategy
Enhance college and end-user information security environment.

Progress to Date
This is an ongoing effort that will never end. Security is at the heart of all our efforts and is either the main topic of conversation or an important element in most meetings and discussions regarding service provisioning.

Evidence of Success
IT has implemented many security-related improvements, which include security audits, increasing minimum password lengths, implementing Multi-Factor Authentication (MFA) for staff, implementing MFA for students, ongoing encryption of sensitive databases and endpoints, upgrading the backup solution, improving after-hours security monitoring, development of a risk register, and establishing training campaigns for security awareness.

KPI – EMPLOYEE ENGAGEMENT

Active Strategy
Create a program for employees to pilot/test new innovations and ideas.

Progress to Date
- Created annual mini-grant program (collaboration between the Foundation and Grants offices) starting for projects in FY 2023.
- Currently in year three of funding with the goal of institutionalizing successful initiatives.

Evidence of Success
- Through two years, nearly 20 applications were received and funded more than $45,000 in small-scale innovative projects, most of which have been institutionalized.
- Examples include a parent-friendly library study space, Adult Education snack table, software for the Speech Department, a large-format printer for art classes, and a digital display board for Career Services.

COMPLETED

KPI – ACCESSIBILITY

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

Evidence of Success
Switch environment replaced by newer equipment.

KPI – ACCESSIBILITY

Completed 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.

Progress to Date
Purchased NeoEd Human Resources software in May 2021. NeoEd includes three platforms: Insight (applicant tracking); Onboard (new employee onboarding and orientation); and Perform (employee performance management). The College has fully implemented Insight and is actively implementing Onboard.

Evidence of Success
NeoEd Insight is fully integrated into college operations. Hiring supervisors are trained to use this platform to select and hire employees.

GOAL 4 – Attract, retain, engage, and value diverse and dynamic faculty, staff, and administrators who are committed to excellence in our ever-changing context.

KPI – EMPLOYEE ENGAGEMENT

Active Strategy
Develop a culture of grant-seeking.

Progress to Date
- Mini-grants
- Onboarding process
- Best practices
- Kickoff meetings

Evidence of Success
- Mini-grants: 18 employee-driven projects over two years with awards to various departments across campus.
- Also increased culture of grants knowledge through attending new faculty orientation, providing grant managers with increased training opportunities, and establishing processes for grant implementation.

KPI – EMPLOYEE ENGAGEMENT

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

Progress to Date
- IT shepherded the deployment and support of more than 250 laptops to enable staff to begin scheduled telework.
- Online services such as Office 365 (Teams, Word, Excel, etc.) and Zoom were made broadly available to enable remote access and collaboration.
- Single Sign On (SSO) was expanded to allow for remote access to services.

Evidence of Success
- Employees have successfully transitioned to scheduled and episodic telework.
- There has been ongoing enhancement of secured print and scanning functionality across campus.

KPI – EMPLOYEE ENGAGEMENT

Active Strategy
Create employee-specific engagement opportunities to celebrate the MCC brand.

Progress to Date
- Created Faculty Appreciation Day
- Offer special employee-only promotions

Evidence of Success
The MCC Store is going into the third year of appreciation days and special incentives for specific shopping groups. These efforts continue to raise awareness and sales for the MCC Store and position it as a strong partner with other college departments.

KPI – EMPLOYEE DEVELOPMENT

Active Strategy
Train officers and specific college employees on "Stop the Bleed" emergency medical response.

Progress to Date
- All department personnel have been training.
- Working on the best way to train staff.

Evidence of Success
Documentation of training is available.

KPI – EMPLOYEE DEVELOPMENT

Active Strategy
Implement division-wide staff professional development centered upon learning, understanding, and supporting the increasingly complex student population with specific intentionality on linking together various student services.

KPI – EMPLOYEE DEVELOPMENT

Active Strategy
Offer broader opportunities for employee development, leadership, and skills training.

Progress to Date
Minimal training has been offered for staff and administrators. Efforts were shifted to Covid response and then supporting the build-out of HR NeoEd software.

KPI – EMPLOYEE DEVELOPMENT

Active Strategy
Conduct mental health education about response during emergency situations.

Progress to Date
MCC has mental health training from numerous sources throughout the year.
This is ongoing and mandated by the State.

Evidence of Success
Certificates from Officers Training are available.

KPI – SAFETY AND SECURITY

Active Strategy
Reinforce a safe and secure physical and virtual environment.

Progress to Date
Provide ongoing educational materials and safety classes.

Evidence of Success
We provide confirmation of safety training completion.

KPI – EMPLOYEE SATISFACTION

Active Strategy
Expand opportunities for recognition, appreciation, and flexibility tailored for faculty, staff, and administrators.

Progress to Date
- Piloted hospitable work for flexibility and recognition.
- Allowed administrators to have more options to show employees they are valued through flex schedules, telework, and time-off vouchers.
- Re-launched employee awards based off the Behaviors of Excellence.

Evidence of Success
- 497 vouchers issued to recognize employees; one day of telework implemented successfully for eligible employees.
- Over 65 employee nominations were submitted for employee awards.

KPI – EMPLOYEE SATISFACTION

Active Strategy
Enhance inclusion efforts for employees.

Progress to Date
Initiative transitioned to AVP DEBI – see those strategies.

COMPLETED

KPI – EMPLOYEE DEVELOPMENT

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

Progress to Date
- Hired a Director of Employee Development within HR Department. The position was vacant for more than half the Strategic Plan timeframe.
- The 2024-2028 Staff Council Contract created a framework to increase employee development for staff and administrators and provide monetary awards upon completion.

Evidence of Success
Launched the Educational and Professional Learning (EPL) process for staff and administrators July 1, 2024.

KPI – EMPLOYEE DIVERSITY

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

Progress to Date
- Interview and bias training conducted for hiring managers.
- Implementing diversity checklist to modify Talent Acquisition materials.
- Purchased new applicant tracking system, NeoEd, which allows more opportunity for candidate screening.

Evidence of Success
75% of administrators trained for interview and bias.

KPI – EMPLOYEE ENGAGEMENT

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

Progress to Date
- Conducted flu and vaccination clinics and annual biometric screening.
- Rapidly created a Covid testing lab; performed extensive Covid testing, tracking, and reporting. Also created a special leave allowance.
- Exploring adding women and family health benefit.
- Launched Hospitable Work for Staff and Administrators (see attachment). This includes free Fitness Center membership, flexible work arrangements, telework (including episodic telework), telework vouchers, no lunchtime meetings.

Evidence of Success
- Vaccine Clinic (9/2023) - 56 participants
- Wellness Screening (2/2024) - 58 participants
- 109 employees have signed up for the Fitness Center benefit

KPI – EMPLOYEE SATISFACTION

Completed Strategy
Focus on employee activities that support mental and physical health, and personal development.

Progress to Date
- Created a committee to address employee engagement and wellbeing.
- Offered yoga weekly after work and at lunchtime.
- Hosted multiple wellness programs, including Mental Health First-Aid training.

Evidence of Success
- Over 100 employees utilizing Fitness Center.
- Active participation in programming.

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

KPI – EMPLOYER PARTNERSHIPS

Active Strategy
Expand Nursing AAS and Certified Nursing Assistant (CNA) program enrollment with support from the Pipeline for Advancement of Healthcare (PATH) grant.

Progress to Date
AAS Nursing will increase to biannual enrollment allowing for growth. Additional sections of Nursing Assistant Education Certificate (NAE) were offered in 2023-2024.

KPI – K-12 PARTNERSHIPS

Active Strategy
Build a college and career readiness culture.

Progress to Date
- Workforce Development introduced career exploration for middle school students - Career Quest 2024.
- College and Career Readiness (CCR) transitional math course and Memorandum of Understanding (MOU) implemented within all partner public high schools to increase college ready math placement upon high school graduation.
- Transitional English course and MOUs implemented within four districts to assist with college-ready English placement CCR.
- Increased number of dual credit classes in the high schools.

Evidence of Success
- Workforce Development: 800+ 8th grade students participated in career awareness and planning activities at the middle school and at MCC.
- CCR: Additional multiple measures placement for college-level MAT and ENG via portability codes reported on high school transcripts for students earning a "C" or better. Over 350 section offerings at the local high schools and more than 6,200 seats registered in Spring 2024.

KPI – TRANSFER PARTNERSHIPS

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

Progress to Date
The College opened the University Center at MCC in Woodstock in August 2024. To date, MOUs are in place with Aurora University, Northern Illinois University, Southern Illinois University, and Roosevelt University. We have created 16 2+2 agreements for bachelor's degrees and will also offer master's degrees.

KPI – COMMUNITY PARTNERSHIPS

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

Progress to Date
- Launched the Center for Agrarian Learning (CAL) in January 2020 and created the Entrepreneurial Agriculture degree and two certificates in fall 2020. Advanced agriculture internship opportunities were also established on campus and on area farms with grant funding to pay students while they also earn credit.
- Offered many CAL programs over the past four years for farm and food entrepreneurs; created strong partnerships with McHenry County Farm Bureau, University of Illinois Extension, and area non-profits. The Advisory Committee established for CAL and the Entrepreneurial Agriculture/Horticulture Department meets twice per year, gleaning feedback from the industry.
- Expanded the MCC Student Farm to include many specialty crops in addition to the vegetable production areas which enhance both for-credit and non-credit programs.
- Completed an in-depth food hub study as needed for aggregation and processing of local farm products in the county.

KPI – COMMUNITY PARTNERSHIPS

Active Strategy
Engage members of the community through leadership and collaboration opportunities.

Progress to Date
Committee and Board engagement; development leading to better workforce relationships.

KPI – COMMUNITY PARTNERSHIPS

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

Progress to Date
- Grant awards that provide the opportunity for partnership with community organizations include Upward Bound, Advance McHenry County, Specialty Crop Grant, and Congressionally Directed Spending.
- MCC supports other organizations' grant seeking, such as Northern Illinois University.
- College and Career Readiness: Dual Credit Expansion grant secured through Department of Education supports high school teachers seeking dual credit qualifications.

Evidence of Success
- Ability to request and quickly receive required partnership/support letters for grants from organizations/business across sectors.
- For example, the Dual Credit DC Expansion Grant has funded over 25 teachers to complete nine graduate credit hours towards their completion of dual credit minimum qualifications and creating additional access for area students to participate in dual credit within their high school.

KPI – COMMUNITY PARTNERSHIPS

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

Progress to Date
- Workforce Development implemented the Lumens registration system, aligned the Kids and College program with the Career Pathway model, introduced a Spring Break Kids and College program, eliminated the Retired Adult Program (RAP), expanded Personal Development programming, and introduced Community Connection classes to spotlight local small businesses. Career Services resources are also available to the community.
- The Illinois Small Business Development Center (ISBDC) partnered with municipal incubator projects.
- Introduced workforce training for the nonprofit community and re-entry training for formerly incarcerated individuals.
- Introduced job fairs specific to individuals with disabilities and provided employer awareness training for hiring individuals with disabilities and/or formerly incarcerated individuals.
- Court programs moved to Lumens to provide community members the ability to self-register in mandated training.
- The Liebman Institute for Science Innovation (LISI) endowment is providing science programs to the community.

Evidence of Success
- 70% of learners across the Workforce Development division now self-register, which frees up registration staff.
- The Kids and College program sees a higher percentage of returning students.
- The municipal incubator initiative is growing with other municipalities investigating introduction.
- Seeing a consistent run-rate of new nonprofit training classes.
- Targeted job fairs expanded from one per year to two based on employer and job seeker demand.
- The training program for formerly incarcerated individuals won the Society for Human Resources Management (SHRM) Pinnacle Award.
- Frequency of scheduled sessions increased.
- 77% of the over 7,000 court programs participants self-registered in a class.

KPI – COMMUNITY PARTNERSHIPS

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

Progress to Date
By creating more levels of rental fees (to include in-kind and nonprofit), our ability to offer a variety of competitive-yet-accessible spaces has grown over the past three years.

KPI – EMPLOYER PARTNERSHIPS

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

Progress to Date
- Implemented Handshake as the electronic job board and departmental internal system of work.
- Obtained renewable internship grant funds to offset employer wages for internships.
- Job and Internship Fair moved from once per year to twice per year.
- Implemented Insightly CRM to track employer contacts and relationship status.
- Introduced Healthcare Forum to bring together employers, educators, and community partners.

Evidence of Success
- 10,000+ job seeker profiles added to Handshake/Hire-a-Scot.
- Internship grant awarded at the highest level for three years running.
- Record numbers of employers and job seekers participating in job fairs.
- 5,000 employer records maintained in the CRM.

KPI – EMPLOYER PARTNERSHIPS

Active Strategy
Expand work-based learning experiences (apprenticeships, internships, job shadowing) specific to individual pathways.

KPI – COMMUNITY PARTNERSHIPS

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

Progress to Date
- Workforce Development introduced the Manufacturing Pathways Consortium (MPC), a partnership of employers, K-12 educators, and community partners. Also launched the MPC Rotational Internship Program.
- Introduced various opportunities for high school students, including Construction Management internships, the Entrepreneurship Pitch Night county-wide competition.
- College and Career Readiness (CCR) established Dual Credit partnerships with all nine public school districts and one private high school.
- A Dual Degree program was established with Harvard, Huntley, and Woodstock high school districts.

Evidence of Success
- The Manufacturing Pathways Consortium has 225 members from 90 manufacturers, 15 educational institutions, and 42 community partner organizations. The Consortium celebrated year three of the high school Rotational Internship Program with 186 applicants. The program has seen an increase in school and community participation.
- Launched the Construction Management internship in 2024 and received 72 applicants.
- CCR established and signed intergovernmental agreements with all area high school districts in summer 2023. Each high school is currently offering dual credit.
- The Dual Degree program graduated 35 high school students with AA/AS degrees in May 2023. In May 2024, graduates nearly doubled to 65 AA/AS completers.

COMPLETED

KPI – EMPLOYER PARTNERSHIPS

Completed Strategy
Develop or enhance the Career and Technical Education Programs that will be housed in the Foglia Center for Advanced Technology (CATI) building through the Program of Study framework.

Progress to Date
Submitted to ICCB and received confirmation of approval for Heating, Ventilation, and Air Conditioning (HVAC); Welding and Fabrication; Precision Machining; and Automation, Robotics, and Mechatronics programs.

Evidence of Success
New AAS and stackable certificates are now in the catalog and on the website.

KPI – EMPLOYER PARTNERSHIPS

Completed Strategy
Conducted a Program of Study initiative to develop new or enhanced curricular offerings in career and technical education programs other than those in CATI.

Progress to Date
Submitted to ICCB and received confirmation of approval for Administrative Office Technologies, Culinary Management, Accounting, Network Security, Software Application Design and Development, and Horticulture programs.

Evidence of Success
New AAS and stackable certificates are now in the catalog and on the website.

KPI – K-12 PARTNERSHIPS

Completed Strategy
Continue quality assurance for dual credit programs, which will be pursued through a new FY 2024 Dual Credit Agreement.

Progress to Date
- Intergovernmental agreements have been signed with all high school Dual Credit and Dual Degree partners for AY24.
- Faculty MOU for Dual Credit established new faculty liaison role to ensure adequate faculty oversight of Dual Credit curriculum. Academic Council created an improved Dual Credit observation process. Annual review process implemented with high schools in April 2023.

Evidence of Success
- Intergovernmental agreements are all signed.
- Liaisons reviewed and approved 28 of 32 new Dual Credit course requests in October 2023. The liaisons also participated in 28 curriculum alignment meetings with school district administrators and dual credit instructors in February.
- A thorough Dual Credit syllabi audit was performed by academic deans in 2024 prior to dual credit observations taking place. Dual Credit observers used Curriculog and SoftDocs to document dual credit observations in AY24 for review and approval by liaisons. Each district met individually with department chairs/liaisons to discuss Dual Credit courses and review necessary improvements and curriculum updates for the following academic year. The second round of annual review meetings was held in April 2024. Dual Credit instructors have also begun submitting assignments for review by liaisons.

KPI – TRANSFER PARTNERSHIPS

Completed Strategy
Create bridge programs with local partners for AAS to BA completion; measure outcomes.

Progress to Date
There are several AAS to BA 2+2 transfers set up at the University Center: Criminal Justice, Graphic Design, Early Childhood Education, Accounting, and Industrial Management and Applied Engineering.

KPI – COMMUNITY PARTNERSHIPS

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

Progress to Date

- The Foundation increased efforts on corporate outreach through sponsorships and collaboration with Workforce Development.
- Created an annual sponsorship brochure that highlights all the Foundation's key events and sponsorship levels.
- Intentional "asks" for multiple level sponsorships from individual and corporate sponsorships.

Evidence of Success

- The Foundation Golf Invitational has grown from $80,000 in gross revenue to over $100,000, primarily through increased levels of sponsorships.
- Education to Empowerment sponsorships have grown to over $20,000 annually with 2023 generating over $25,000 in sponsorships.

KPI – EMPLOYER PARTNERSHIPS

Completed Strategy
Build the Foglia CATI.

Progress to Date
Construction nears completion, with move-in date of Fall 2024.

Evidence of Success
The building is expected to be occupancy-ready for the Fall 2024 semester.

KPI – EMPLOYER PARTNERSHIPS

Completed Strategy
Partner with community workforce businesses (Scot Forge, Boltswitch, local fire departments) to ensure educational materials are available.

KPI – EDUCATIONAL PARTNERSHIPS

Completed Strategy
University Center at McHenry County College engagement.

Progress to Date
MCC has launched the University Center at McHenry County College and partnered with four universities to offer bachelor's and master's degrees beginning in Fall 2024. Partners include Aurora University, Roosevelt University, Southern Illinois University, and Northern Illinois University.

Evidence of Success
Students are actively enrolling in academic programs offered through the four partner universities.

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.

ACCOMPLISHMENTS

KPI – FACULTY DEVELOPMENT

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

Progress to Date
- Collaborated with Association of College and University Educators (ACUE) and an Instructional Designer.
- Dual Credit instructors participate in annual May training at MCC and breakout with academic departments for curriculum alignment discussions.

Evidence of Success
- ACUE: The total unique headcount of all faculty participants is 70 (35 full-time, 33 adjunct faculty, and 2 administrators).
- Instructional Designer: 554.5 Instructional Designer hours.
- College and Career Readiness: 128 Dual Credit instructors attended training in May 2022 and May 2023. The third annual training took place in May 2024.

KPI – ENGAGEMENT

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

Progress to Date
- A definition of co-curricular is being developed and conversations are happening with faculty to build co-curricular into faculty assessment.
- An ALEKS Math Placement Pilot took place in summer 2021. Faculty were contracted to work with students who placed into developmental MAT 090 and MAT 095. The ongoing support provided as a pilot would help students retest and place out of developmental math.

Evidence of Success
Faculty conversations are happening in Academic Council sub-committees to focus on creating co-curricular and student engagement initiatives.

KPI – PROGRAM DEVELOPMENT

Completed Strategy
- Introduce new Entrepreneurial Agriculture program in Fall 2020; recruit and register a full student cohort.

Progress to Date
- Program developed and approved by ICCB.

Evidence of Success
- Had first graduate in 2023, still recruiting to fill a cohort.

COMPLETED

KPI – EMPLOYER PARTNERSHIPS

Completed Strategy
Identify faculty to design and teach new noncredit Career Training programs to meet the needs of local employers.

Progress to Date
Introduced Medical Assistant, Pharmacy Technician, Motorcycle Technician, and Home Inspection programs.

Evidence of Success
All programs are meeting revenue expectations and student placement goals.

KPI – FACULTY DEVELOPMENT

Completed Strategy
Partner with the Center for Teaching and Learning on high-impact instructional practices.

Progress to Date
- Faculty are working on the expansion of and increase in the quality of learning communities, First-Year Seminar (MCC 101), work-based learning, collaborative assignments, undergraduate research, and innovative course materials.
- Many faculty are enrolled in ACUE courses and making use of Instructional Designer to improve upon these HIPs.

Evidence of Success
- ACUE: the total unique headcount of all faculty participants is 70 (35 full-time, 33 adjunct faculty, and 2 administrators).
- Instructional Designer: 554.5 Instructional Designer hours.

KPI – REVENUE

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

Progress to Date
Grant submitted and renewed.

Evidence of Success
Grant renewed for five years in FY 2022.

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

KPI – ENROLLMENT

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

Progress to Date
Campaigns throughout the year utilizing digital and print advertising, billboards, radio, video, social media, HTML email, and direct mail.

Evidence of Success
With each piece of a campaign that goes out, metrics show increased engagement. Enrollment Services typically sees increased traffic and/or inquiries.

KPI – ENROLLMENT

Active Strategy
Grow program awareness to prospective students and influencers through expanded digital marketing opportunities.

Progress to Date
This past year, the College created an ad campaign that includes postcards, billboards, digital ads, broadcast commercials, radio, and social media promoting the new programming in the Foglia CATI, and point-of-sale programs. Real students were featured in the photos and video footage for this campaign.

Evidence of Success
Admissions is experiencing increased inquiries and interest in the programs we're promoting.

KPI – COMMUNITY ENGAGEMENT

Active Strategy
Create community connections and volunteer opportunities for Upward Bound (UB) participants.

Progress to Date
Over the past year, the UB program has established partnerships with Braveheart's and Shepherd Premier Senior Living of Harvard, Soulful Prairies and the Woodstock Opera House to allow for volunteer, employee, and internship opportunities for the UB students.

Evidence of Success
UB students are able to accrue volunteer hours that will fulfill their commitment to the National Honor Society and Cum Laude Society along with enhancing their scholarship and college entrance opportunities that, overall, supports their transition into higher education.

KPI – COMMUNITY SUPPORT

Active Strategy
Advocate and engage on behalf of the College with external groups.

Progress to Date
We have engaged community members (K-12 leadership, civic and community groups, nonprofit organizations, workforce partners, alumni) in an array of programming and events each year, directly correlating with an increased awareness of college efforts, improved perception of the College and its programs, and expanded partnership efforts.

Evidence of Success
- Received healthcare partner letters of support for grants and discussions to grow programming
- LGMC annual education day hosting
- President's Dinner attendance and sponsorship capacity
- Increase in donor and sponsorship support overall

GOAL 8 – Develop effective strategies in all our interactions with students and each other that welcome and value our diversity.

KPI – EDUCATIONAL PARTNERSHIPS

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

Progress to Date
- Admissions, College and Career Readiness, school counselors, and MCC guests have met monthly to collaborate on initiatives and identify solutions to needs in the community.
- The College is currently exploring a new data-sharing agreement.
- We also have been invited to visit the high schools to assist with training of faculty on syllabi compliance.

KPI – INCREASED DIVERSITY

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

Progress to Date
The Office of Access and Disability Services provides ongoing case management, follow up, and support to students with disabilities, English-language learners, and/or those facing other barriers to education.

Evidence of Success
Services offered for students with language support include weekly 1:1 tutoring in writing and Math in English, weekly 1:1 meetings with an Academic Support Coach in English, academic adjustments such as time-and-a-half on tests, tests read aloud, a peer notetaker in class, and the ability to record class lectures in English. Note: if a student has a disability, they may be eligible for additional accommodations.

KPI – CLOSE EQUITY GAPS

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

Progress to Date
Grants that serve marginalized students or otherwise increase access: Upward Bound, College Bridge, Motorola Solutions Foundation, ECACE, PATH, NSF S-STEM, Student Success Funding through Cowlin Foundation, DC Expansion Grant through DOE (funds dual credit fee for free and reduced lunch students in K-12).

Evidence of Success
Increase in amount of scholarship funding received and awarded through grants.

KPI – PROMOTE DIVERSITY, EQUITY, BELONGING, AND INCLUSION

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

Progress to Date
In everything we create, we take care to be inclusive and, when appropriate, translate into other languages.

Evidence of Success
Feedback from student groups sharing appreciation for support and inclusion (Pridefest, Mexican Independence Festival).

KPI – PROMOTE DIVERSITY, EQUITY, BELONGING, AND INCLUSION

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

Progress to Date
Affinity day/month acknowledgement promotion throughout the year in signage, social media messaging, and by supporting programming.

KPI – INCREASE DIVERSITY

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

Progress to Date
Marketing initiatives with focus on strategies that speak to contemporary and nontraditional students, especially as they relate to skill-specific careers in-demand in our area (including programs in the Foglia CATI).

KPI – PROMOTE DIVERSITY, EQUITY, BELONGING, AND INCLUSION

Active Strategy
Increase Workforce Training available in Spanish.

Progress to Date
Added Spanish language instruction in Forklift Operator and Food Service Sanitation courses.

Evidence of Success
Programs meet revenue goals and run consistently.

KPI – PROMOTE DIVERSITY, EQUITY, BELONGING, AND INCLUSION

Active Strategy
Provide educational connection opportunities for students.

Progress to Date
- Working with the Student Diversity and Inclusion Coordinator and other SA professionals on specific, intentional programming (i.e. inclusive leadership immersive experiences, college bridge program).
- Continuing to work with AVP of Student Affairs and SRC team on embedding the DEBI framework.

KPI – PROMOTE DIVERSITY, EQUITY, BELONGING, AND INCLUSION

Active Strategy
Create DEBI communication plan.

Progress to Date
DEBI definitions were added to the College's employee landing page. MCC Equity Plan is being added to myMCC Employee Portal for reference.

KPI – PROMOTE DIVERSITY, EQUITY, BELONGING, AND INCLUSION

Active Strategy
Ensure that materials, signage, visuals, and graphics reinforce the value of diversity at MCC.

Progress to Date
The AVP of DEBI has worked collaboratively with various offices to create materials that align with the college brand and messaging. Have also created an annual calendar.

Evidence of Success
The website is now multilingual. Multiple resources and materials now have bilingual (and sometimes multilingual) versions.

COMPLETED

KPI – CLOSE EQUITY GAPS

Completed Strategy
Develop key Diversity, Equity, Belonging, and Inclusion (DEBI) strategies.

Progress to Date
- Introduced the QERI Equitable decision-making process to various divisions/ departments.
- Established DEBI definitions as a foundational and institutional framework.
- Facilitated and created professional learning opportunities for faculty.

Evidence of Success
DEBI syllabus statement and definitions created and shared.

KPI – CLOSE EQUITY GAPS

On-Hold Strategy
Improve transition of students with disabilities from high school to MCC.

Progress to Date
With the transition of staffing in the office and shifting priorities, the Access and Disabilities Office was not able to commit to getting this off the ground.

KPI – PROMOTE DIVERSITY, EQUITY, BELONGING, AND INCLUSION

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

Progress to Date
Ongoing collaboration with AVP of DEBI to support college programming, training, and education opportunities.

Evidence of Success
- College support and commitment to DEBI definitions.
- Submitted the Equity Plan to ICCB.

KPI – PROMOTE DIVERSITY, EQUITY, BELONGING, AND INCLUSION

Completed Strategy
Continue training and engagement for employees.

Progress to Date
- Launched Equi-TABLE Talks—a space for conversation about DEBI-related topics.
- Working in collaboration with the AVP of HR and the Director of Employee Engagement to create professional learning opportunities.

Evidence of Success
- Equi-Table Talks
- Effective Teaching Practices DEBI-related modules

KPI – PROMOTE DIVERSITY, EQUITY, BELONGING, AND INCLUSION

Completed Strategy
Hire an Associate Vice President of DEBI.

Progress to Date
Completed.

Evidence of Success
This position has become a part of extended Cabinet and contributed to both the creation of DEBI definitions as well as student and employee-centered programming. A most recent success point has been the official support of DEBI definitions by the MCC Board of Trustees.