

future→iQ



# MCHENRY COUNTY COLLEGE (MCC)

## STRATEGIC FORESIGHT SESSION

June 13, 2018



# MCHENRY COUNTY COLLEGE (MCC)

## STRATEGIC FORESIGHT SESSION

Crystal Lake, Illinois

This report summarizes the strategic foresight scenario planning session held in Crystal Lake, Illinois, on June 13, 2018. Approximately 75 people affiliated with McHenry County College participated in the Strategic Foresight Session and developed the scenarios presented in this report. This report has been produced as part of a strategic foresight study of McHenry County in preparation for McHenry County College's strategic planning process.

### REPORT PREPARED BY:



### STRATEGIC FORESIGHT SESSION HOSTED BY:



# TABLE OF CONTENTS

1.0	Introduction .....	4
2.0	Community Survey .....	5
2.1	Stakeholder Profile Information.....	5
2.2	The Role of MCC .....	8
2.2.1	Workforce and Industry Topics .....	9
2.2.2	Community Topics .....	10
2.3	Future-Ready Preparations .....	11
2.3.1	Student Preparation for 4-Year College .....	11
2.3.2	Basic Educational Skills Preparation.....	12
2.3.3	Lifelong Learning Opportunities.....	13
2.4	Open-Ended Narrative Responses .....	13
2.4.1	Most Important Topics for MCC – Categorized Responses .....	14
2.4.2	Jobs in McHenry County – Categorized Responses .....	14
2.4.3	Workforce Skillsets – Categorized Responses .....	15
2.5	The Importance of Having a Shared Vision .....	17
3.0	Scenario Planning.....	18
3.1	Scenario-based Future Think-Tank .....	18
3.2	Developing Four Plausible Scenarios for the Future .....	19
3.2.1	Drivers Shaping the Future .....	19
3.2.2	Scenario Matrix – Views of the Future .....	20
3.3	Scenario A: MCC – Relevant and Affordable .....	21
3.4	Scenario B: MCC – Lifelong Learning .....	23
3.5	Scenario C: MCC Expands – Specialized Learning for Our Diverse Workforce .....	25
3.6	Scenario D: T.E.A.M.S. – Technology, Energy, Ag, Manufacturing, and Services.....	27
4.0	Expected and Preferred Futures.....	29
4.1	Expected Future: Scenario A: MCC – Relevant and Affordable.....	29
4.2	Preferred Future: Scenario C – MCC Expands.....	30
5.0	Next Steps – Getting to the Preferred Future .....	31
7.0	About McHenry County College (MCC).....	32
8.0	About Future iQ .....	33
9.0	Acknowledgements .....	34





## 1.0 INTRODUCTION

The scenario planning work presented in this report was distributed to session participants and approximately 9,000 MCC stakeholders as part of the strategic foresight study of McHenry County in preparation for a strategic planning initiative for McHenry County College. The components of this planning work included Community surveys, long-term Scenario Planning as part of the Strategic Foresight Session, discussion about preferred futures, and a session feedback survey.

- **Community Surveys** – A community survey was sent to invited participants of the session as well as approximately 9,000 college affiliated individuals before the workshop. This input, along with assistance from MCC's leadership team, helped to create the axes of the scenario matrix and guide the session discussions.
- **MCC Strategic Foresight Session** – The scenario-based foresight session held on June 13, 2018, provided an important opportunity to engage county community members, stakeholders, college staff, and leadership in a critical dialogue about the future and changing institutional and programmatic dynamics of McHenry County College.





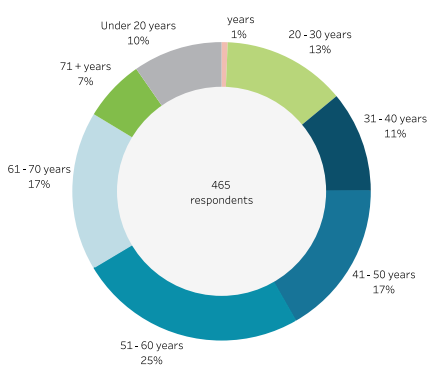
## 2.0 COMMUNITY SURVEY

Prior to the strategic foresight session, a community survey was conducted and participation was encouraged through the month of June. Session participants and stakeholders were asked about their views on the future of McHenry County, particularly in terms of anticipated workforce and educational needs and the role of MCC in the community. A total of 466 individuals responded to the survey. Below are the compiled results of the community survey.

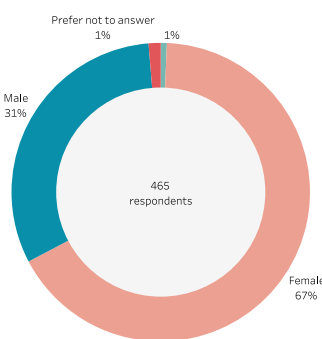
### 2.1 STAKEHOLDER PROFILE INFORMATION

In terms of demographics, approximately 32% of respondents were male and 67% were female, with 1% preferring not to answer. The majority of respondents were in the 41+ age range, with 34% in the Under 40 age range. Respondents were asked how they are affiliated with McHenry County and MCC, what community they live in, as well as what their relationship is with the County. 86% of the respondents were residents of the county and 54% work in the county.

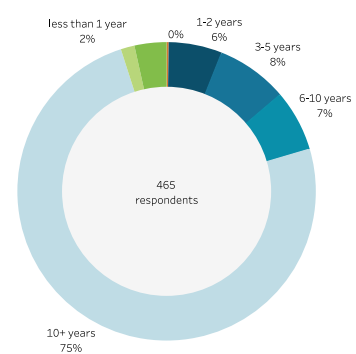
Age Distribution



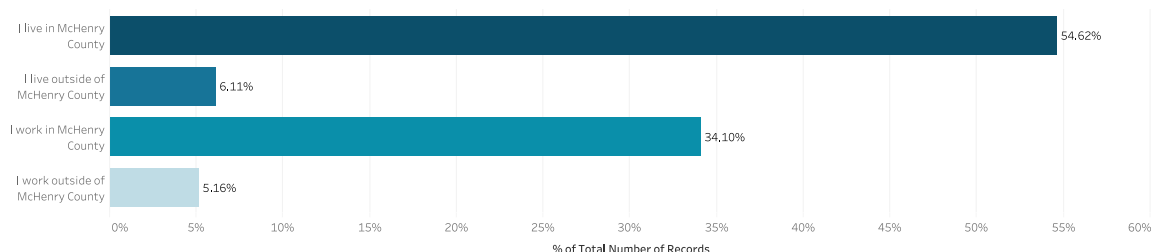
Gender Distribution



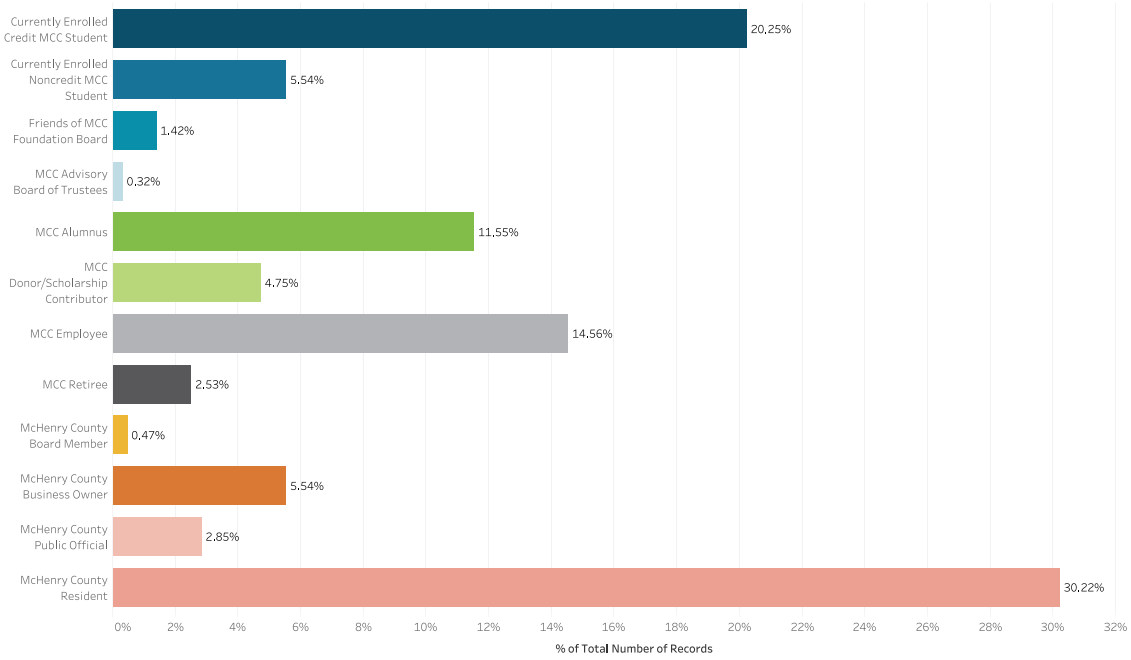
How Long Part of McHenry County



Relationship to McHenry County



Affiliation (Please check all that apply)



City/Community You Live/Work







## 2.2 THE ROLE OF MCC

To get a sense of issues and sectors impacting the future of McHenry County and MCC, survey participants were asked to respond to three critical issue survey questions concerning 25 topic areas. The three questions were:

1. How important do you think the following issues and sectors are in terms of shaping the future of McHenry County in 10 years?
2. How significant should be the role that McHenry County College (MCC) plays in the following key issues and sectors over the next 10 years?
3. Within the following key issues and sectors, how much change do you expect over the next 10 years in McHenry County?

The 25 topic areas were divided into two overall categories of Workforce Industry Topics and Community Topics as listed below.

<b>Workforce and Industry Topic Areas</b>	<b>Community Topic Areas</b>
Advanced Manufacturing	Arts & Entertainment
Agri-Tourism	Commuting Patterns
Agriculture	County Character
Automotive Technology	County Infrastructure
Economic Development	Education
Employment Opportunities	Housing and Real Estate
Energy	Parks & Recreation
Finance	Residential Profile
Healthcare	Urban Sprawl
Nonprofits	
Remote Employment	
Retail	
Sustainability	
Technology	
Tourism	
Transportation	

The responses to these three questions are the basis for the measurements in the datasets of the graphs in the following Sections 2.2.1 and 2.2.2 of this report.

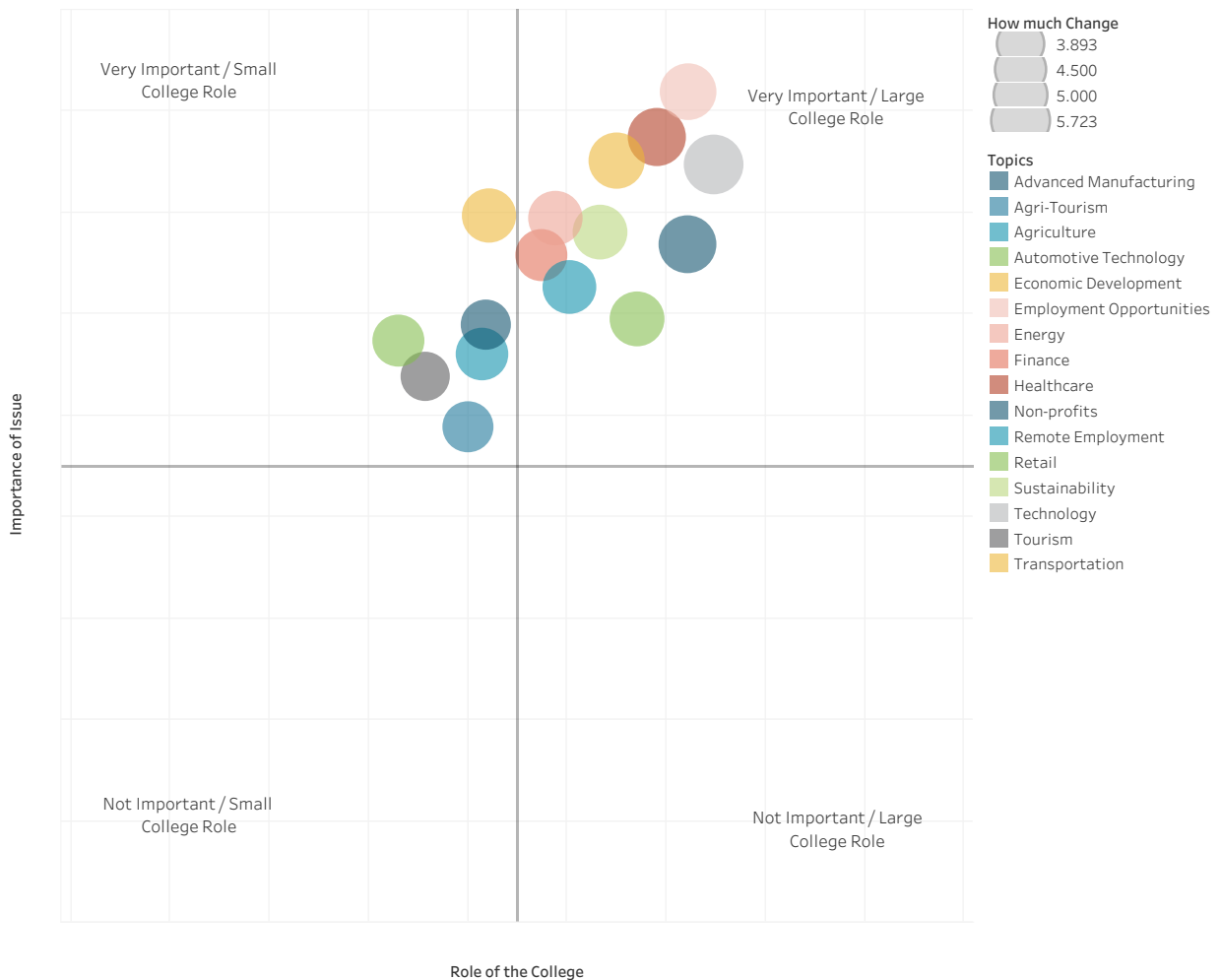


### 2.2.1 WORKFORCE AND INDUSTRY TOPICS

The responses to the three critical issue survey questions pertaining to the Workforce and Industry topics were aggregated into one data visualization, as illustrated below. This chart shows the aggregated responses from all survey participants. The chart is designed based on the following structure:

- The X-Axis (Role of the College) was in response to the question 'How significant should be the role that McHenry County College (MCC) plays in the following key issues and sectors over the next 10 years?' The scale was from 'No role' to 'Highly Significant Role'.
- The Y-Axis (Importance of Issue) was in response to the question 'How important you think the following issues and sectors are in terms of shaping the future of McHenry County in 10 years?'. The scale was from 'Not at all Important' to 'Critically Important'.
- The size of the circle (How much change) was in response to the question 'Within the following key issues and sectors, how much change do you expect over the next 10 years in McHenry County?' The scale was from 'No change' to 'Significant change'.

#### Workforce and Industry Topics – Average Responses



DataInsight

#### KEY POINTS TO NOTE:

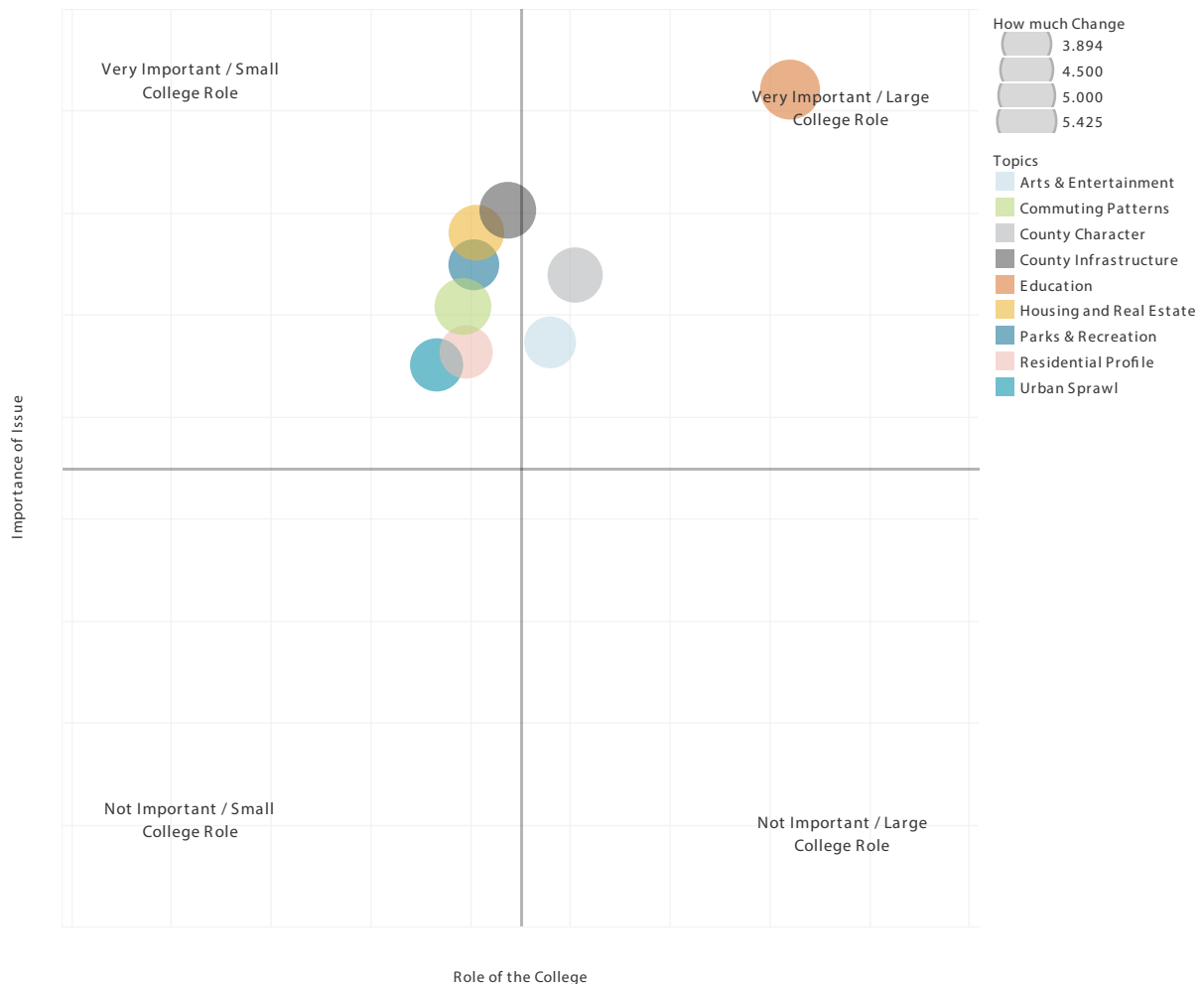
- With technology the area where most change is anticipated, training for technology skillsets in all areas will become increasingly important to provide a jump on job opportunities of the future.
- Healthcare, Education, and Advanced Manufacturing were considered the next areas of substantial change, making trades, certifications and 'learning and career-ready' programs important elements for MCC course planning.

### 2.2.2 COMMUNITY TOPICS

The responses to the three critical issue survey questions pertaining to the Community topics were aggregated into one data visualization, as illustrated below. This chart is the aggregated responses from all survey participants. The chart is designed based on the following structure:

- The X-Axis (Role of the College) was in response to the question 'How significant should be the role that McHenry County College (MCC) plays in the following key issues and sectors over the next 10 years?' The scale was from 'No role' to 'Highly Significant Role'.
- The Y-Axis (Importance of Issue) was in response to the question 'How important you think the following issues and sectors are in terms of shaping the future of McHenry County in 10 years?'. The scale was from 'Not at all Important' to 'Critically Important'.
- The size of the circle (How much change) was in response to the question 'Within the following key issues and sectors, how much change do you expect over the next 10 years in McHenry County?' The scale was from 'No change' to 'Significant change'.

#### Community Topics – Average Responses



DataInsight

#### KEY POINTS TO NOTE:

- MCC has an opportunity to take a lead role in the community with education considered by survey respondents the most critical component of shaping the future for McHenry County.
- With employment opportunities cited as the second most important issue shaping the future of McHenry County, MCC can work to build partnerships with local schools and industry to prepare its students with the skillsets needed to succeed.

## 2.3 FUTURE-READY PREPARATIONS

Respondents were asked three questions about MCC's role and involvement in student preparations for study. Below is a compilation of the responses.



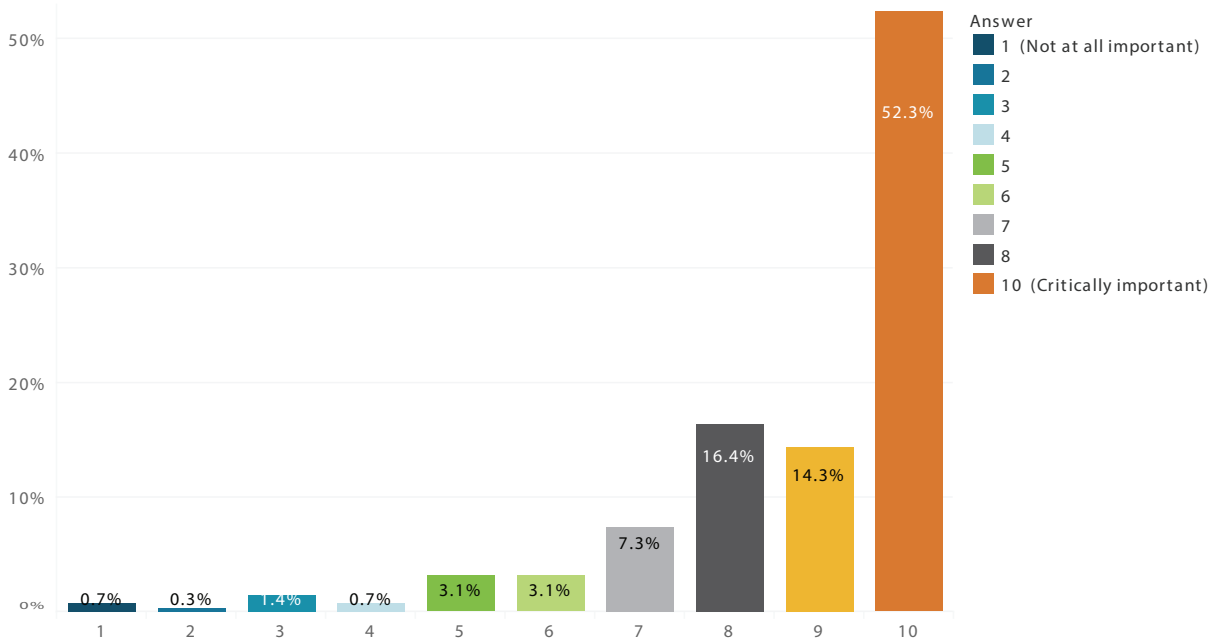
### 2.3.1 STUDENT PREPARATION FOR 4-YEAR COLLEGE

When asked about the importance of MCC's involvement in preparing students to transfer to four-year colleges/universities, 52% of the community survey respondents indicated this was critically important for the College.

**FutureInsight**

The exponential change occurring in all industry sectors requires flexibility and the ability to serve a wide variety of educational needs as MCC looks ahead to building resiliency into its programming.

#### How important do you think it is that MCC is involved in preparing students to transfer to four-year colleges/universities?



DataInsight

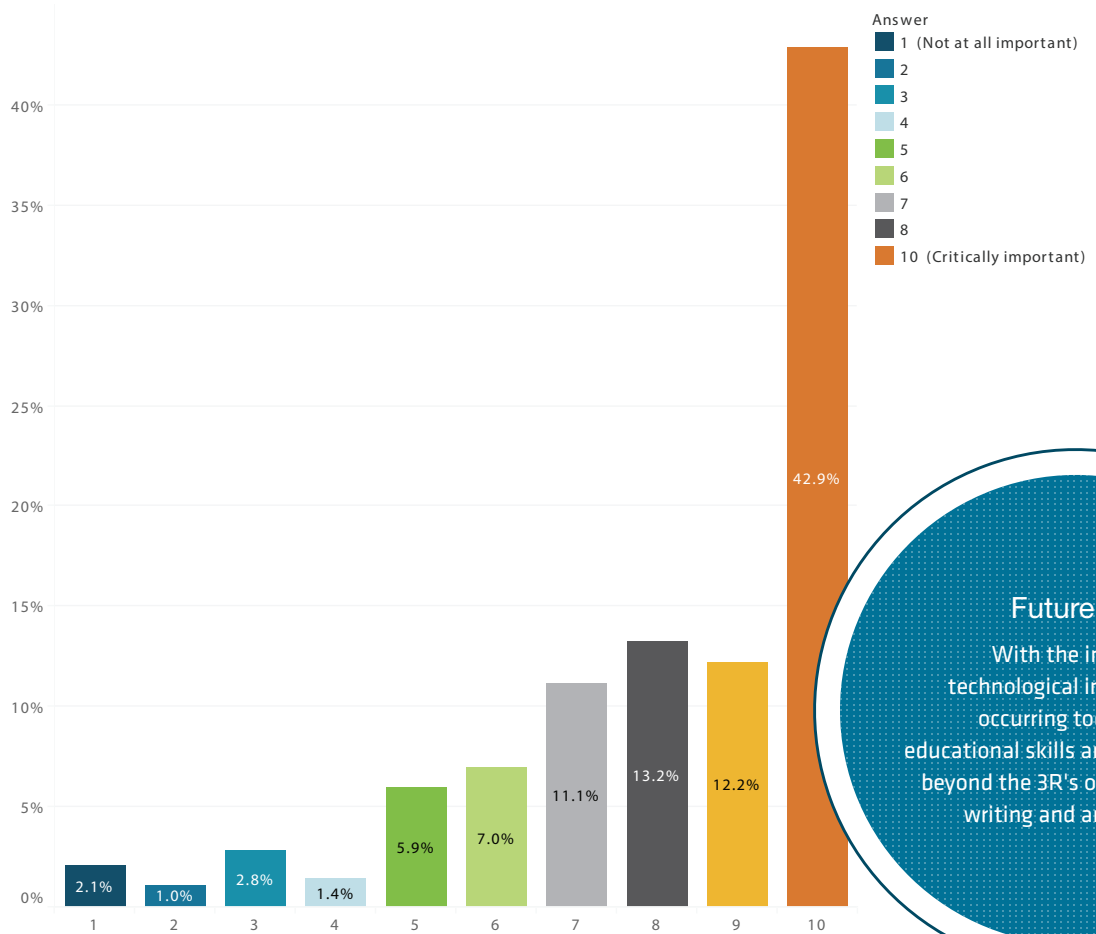
#### KEY POINTS TO NOTE:

- If MCC moves towards servicing all types of students for the future, preparing for 4-year college is a necessary component of programming.
- With survey respondents overwhelmingly considering it as important for MCC to prepare students to transfer to 4-year colleges/universities, MCC can use this opportunity to create new pipeline partnerships with educational institutions globally and nationwide.

### 2.3.2 BASIC EDUCATIONAL SKILLS PREPARATION

Respondents were asked about the importance of MCC's role in helping students to gain basic educational skills, and a majority respondents considered this important.

#### How important is it for MCC to be involved in helping students to gain basic educational skills?



**FutureInsight**  
 With the increase in technological innovation occurring today, basic educational skills are moving beyond the 3R's of reading, writing and arithmetic.



DataInsight

**KEY POINTS TO NOTE:**

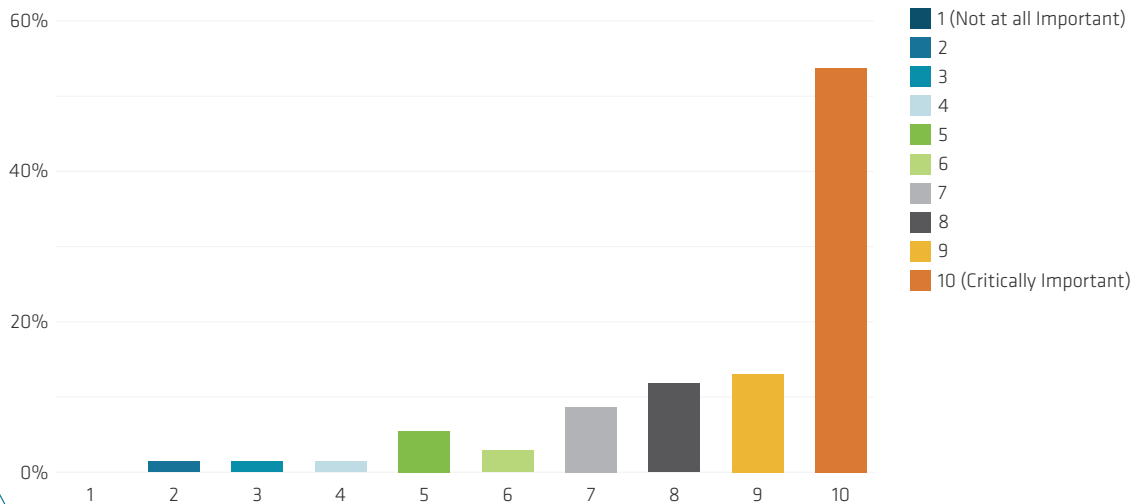
- If the role of MCC is to serve students at all points of their lives and educational careers, this will require basic-level, language, and retraining programs.
- Basic-level educational training was considered by survey respondents as an important element in providing future-ready training for MCC students.



### 2.3.3 LIFELONG LEARNING OPPORTUNITIES

When asked how important it is for MCC to provide lifelong learning opportunities, over 90% of respondents considered this as important with 54% of respondents considering lifelong learning as critically important.

#### How important do you think it is for MCC to provide lifelong learning opportunities?



*The new killer skill set is an agile mind-set that values learning over knowing. This mind-set positions the individual with an expectation of lifelong learning and adapting with a focus on the uniquely human skills of empathy, social and emotional intelligence, judgment, creativity, divergent thinking, and an entrepreneurial outlook for a long career that may include, . . . , up to twenty jobs across as many as five industries.”*

– Heather McGowan, Business Strategist (taken from Thomas Friedman’s, *Thanks for Being Late: An Optimist’s Guide to Thriving in the Age of Accelerations*)



DataInsight

#### KEY POINTS TO NOTE:

- Providing for lifelong learning was considered by survey respondents of critical importance for MCC. This gives MCC leadership significant leeway to explore future educational needs of the community.
- Lifelong learning involves both soft and hard skill training. Survey results show that respondents recognize the importance of both.

**FutureInsight**

With life expectancy projected to rise to 83 by 2095-2100, the importance of lifelong learning opportunities will be critical to enable people to keep up with future change.

## 2.4 OPEN-ENDED NARRATIVE RESPONSES

The community survey also included questions with open-ended narrative responses allowing for a closer glimpse into participant perspectives. Below are the categorized responses summarizing those questions.

**FutureInsight**

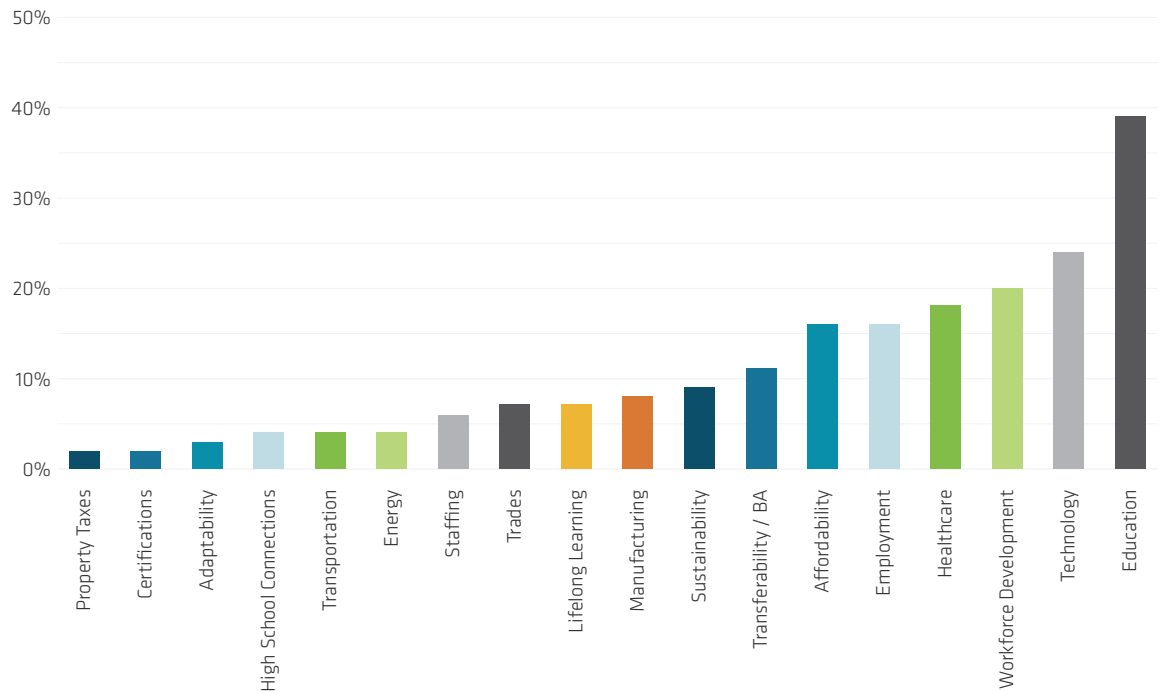
Anticipating change and designing strategies that are dynamic and empower the evolution of the local ecosystem within McHenry County will be critical for the future of MCC.

### 2.4.1 MOST IMPORTANT TOPICS FOR MCC – CATEGORIZED RESPONSES

MCC stakeholders were asked what they think are the three most important topics for the future of MCC. Below is a key-word categorization of the responses.



**As McHenry County College (MCC) begins a strategic planning effort, what do you think are the three most important topics for its future?**



DataInsight

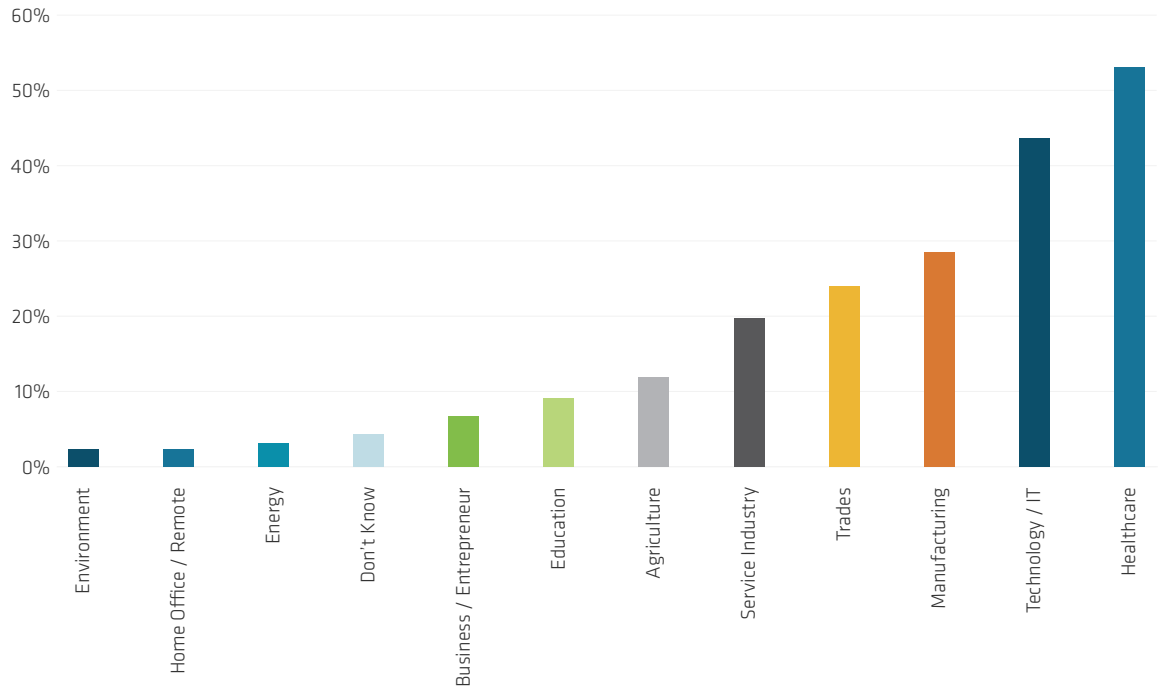
**KEY POINTS TO NOTE:**

- The topic of education in its many forms was considered of primary importance for MCC as it embarks on its strategic planning effort.
- Given this scaling of topic importance, Future iQ would encourage additional research into and surveying of MCC stakeholders about these topics.

### 2.4.2 JOBS IN MCHENRY COUNTY – CATEGORIZED RESPONSES

In order to plan for educational programming at MCC, it is important to anticipate what job opportunities will be available in McHenry County. Looking out 10 years, survey respondents were asked what types of jobs in McHenry County will be most in demand.

#### In your view, what types of jobs in McHenry County will be in most demand in 10 years?



*“Change can be frightening, and the temptation is often to resist it. But the change almost always provides opportunities – to learn new things, to rethink tired processes, and to improve the way we work.”*

– Klaus Schwab, Executive Chairman of the World Economic Forum

**FutureInsight**

Many jobs of the future have not yet been created. Employment in healthcare occupations is projected to grow 18% from 2016-2026, much faster than the average for all occupations. – USDL Bureau of Labor Statistics



DataInsight

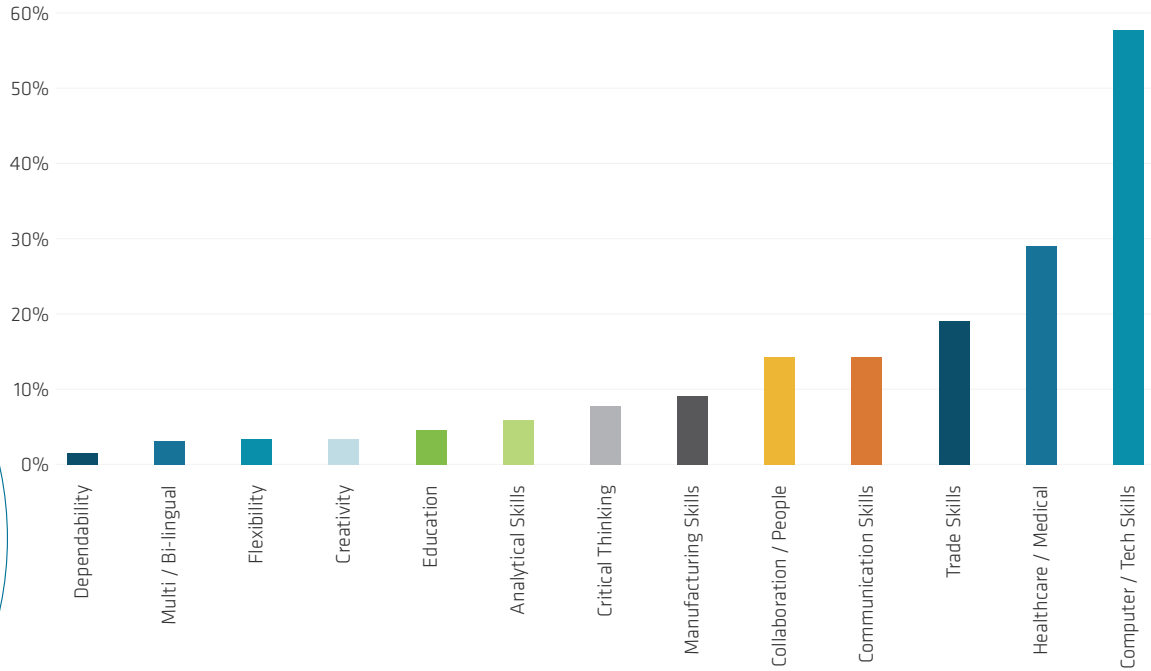
**KEY POINTS TO NOTE:**

- With the aging of Baby-boomers and the next wave of millennials entering the healthcare system, it is not surprising that survey respondents consider jobs in the healthcare field to be in most demand in the next 10 years.
- Technology and trades are viewed as consistently of importance to MCC educational programming.

### 2.4.3 WORKFORCE SKILLSETS – CATEGORIZED RESPONSES

With the backdrop of what jobs will be in demand in the next 10 years, survey respondents were asked what workforce skillsets will be most in demand in that timeframe.

**In terms of workforce skillsets, what skills do you think will be in most demand in 10 years?**



***“No economy can succeed without a high-quality workforce, particularly in an age of globalization and technical change.”***

*– Ben Bernanke, Former Chairman of the U.S. Federal Reserve*



**DataInsight**

**KEY POINTS TO NOTE:**

- Supporting the results of the anticipated jobs in McHenry County, survey respondents think computer/technology, healthcare/medical, and trade skills will be most in demand in 10 years.
- With computer/technology skills ranked almost 2-1 over other skillsets, MCC must accommodate this need for future educational programming across all sectors.

**FutureInsight**

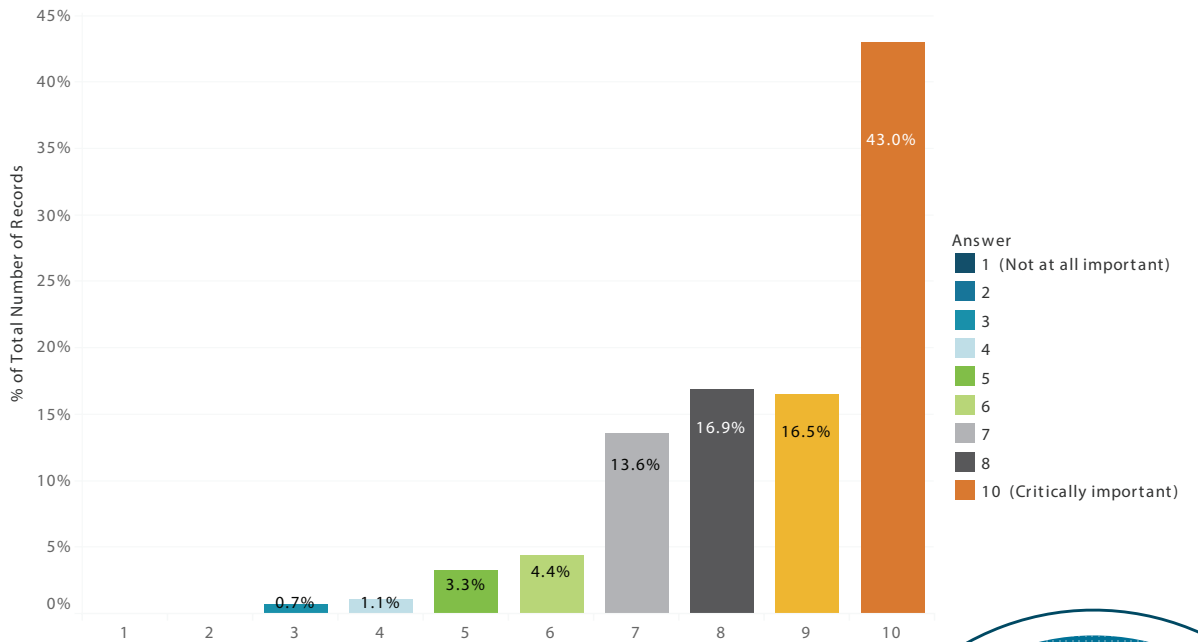
New jobs created in the Next Industrial Revolution will require educational systems to prepare workers with changing skillsets that are continually updated.



## 2.5 THE IMPORTANCE OF HAVING A SHARED VISION

In conclusion, respondents were asked about the importance of having a shared vision for the future of McHenry County; over 90% considered a shared vision important.

### How important do you think it is to have a shared vision for the future of McHenry County?



*“The best way to predict the future is to create it.”*

– Abraham Lincoln, Former President of the United States of America

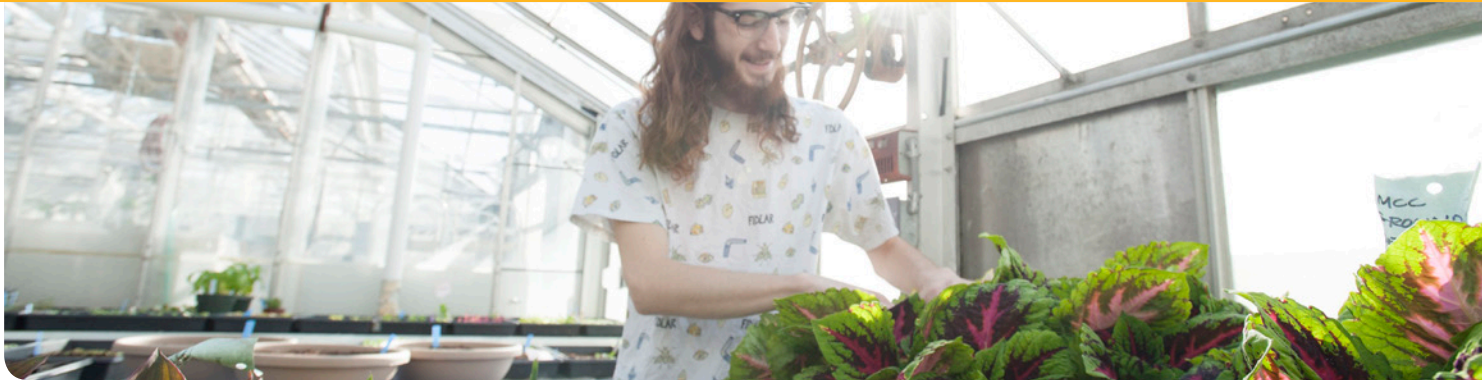
**FutureInsight**  
 A coherent, shared vision inspires collaboration and innovation as those who share it seek to make it succeed and helps stimulate innovation and creativity.



DataInsight

**KEY POINTS TO NOTE:**

- Having a shared vision enables organizational leadership to take action based on shared points of consensus.
- The importance placed on having a shared vision for the future of McHenry County shows that MCC stakeholders understand the need for a collaborative approach to planning for the community.



## 3.0 SCENARIO PLANNING

The scenario-based Strategic Foresight Session was conducted on June 13, 2018, and included MCC stakeholders including Board Members, MCC employees, County public officials, industry group members, and representatives from the Friends of MCC Foundation Board. Approximately 75 people attended this five-hour session. The session was intended to build coherency around initial future planning for a sustainable strategic plan that will guide MCC over the next five years and beyond.

### 3.1 SCENARIO-BASED FUTURE THINK-TANK

McHenry County College contracted Future iQ to design and deliver a future orientated 'Strategic Foresight Session' to initiate an in-depth discussion around key issues impacting the county's future as the College prepares to update its strategic plan. Future iQ's Scenario Planning process, provides a method to explore plausible futures and consider the implications of various future scenarios. This session aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making.
- Identify and understand the key influences, trends, and dynamics that will shape the County over the next 10 to 20 years.
- Create and describe four plausible long-term scenarios for the College.
- Begin exploring alignment around a shared future vision.

The scenarios developed during this Scenario Planning process, and outlined in this report are important to provide a framework to discuss future possible outcomes and implications. In addition, the Session deliberations can assist in identifying key actions for MCC and assist in identifying how various groups might best contribute to future developments. The design of the Strategic Foresight Session included a presentation and discussion about key forces shaping the future, at a global and local level. These exercises and work were aimed to build a robust basis for the scenario formulation. The participants were then guided through a Scenario Planning process to develop four plausible scenarios for the future of MCC. The process involved exploration and discussion of global, regional, and local trends and forces of change; development of a scenario matrix defining four plausible scenarios spaces for the future; and the development of descriptive narratives of each scenario. The event concluded with discussion of the scenarios, selection of a preferred scenario and first steps to determine the strategic actions required to create the preferred scenario.

## 3.2 DEVELOPING FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

MCC Strategic Foresight Session participants explored the future and developed plausible future scenarios, looking out as far as 2030.

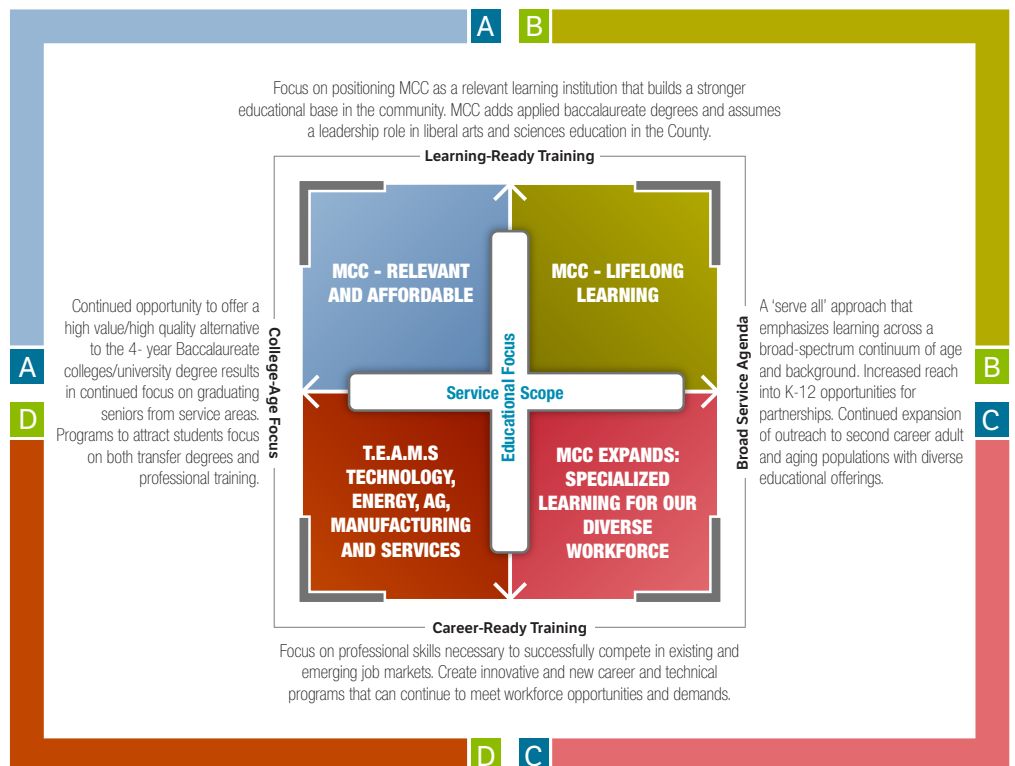
### 3.2.1 DRIVERS SHAPING THE FUTURE

Considering global, national, and regional forces and how they relate to McHenry County and the College, the participants were invited to respond to a community survey prior to the workshop. The survey sought to gain insight into what participants and College affiliates believe to be the key drivers of the County's future, threats to and opportunities for the County and the importance of certain assets to MCC's future.

#### Creating scenario spaces – four plausible scenarios for the future

Based on the Community Survey responses and key input from MCC's leadership team, themes were identified to become the basis for two axes on the scenario matrix that define four scenario 'spaces', with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios. The two axes identified were **Service Scope** and **Educational Focus**. Strategic Foresight Session participants were presented with the scenario matrix, defined by the two major axes of 'Service Scope' and 'Educational Focus' (see diagram). Brief descriptions were also attached to the end points of each driver axis. While these end points do not necessarily represent two extremes on a linear continuum, they are distinct enough to suggest some degree of separation and a plausible range of outcomes between them. The four quadrants (scenario spaces) based on different combinations of the two cluster themes, were reviewed and discussed with the workshop participants. This discussion

explored the description of the end points included in each scenario space, the possible interaction between these drivers, and how they formed the axes that defined the four scenario spaces. The participants were asked to consider the main attributes of each of the quadrants and to begin to speculate about how MCC's service scope and its educational focus would look in a future based on each of the quadrants.



### 3.2.2 SCENARIO MATRIX – VIEWS OF THE FUTURE

Strategic Foresight Session participants were assigned to one of four groups and asked to formulate a scenario for their respective quadrant. Each group was asked to describe characteristics of including but not limited to the following dimensions of MCC in 2030 under the conditions of the scenario quadrant that they had been given:

#### Local Economy / Industry

- Types of industries
- Impact on sectors
- Flexibility and capacity to innovate

#### Workforce and College

- Workforce needs within local/ regional and nationwide eco-systems
- Ability to produce 'future-ready' students
- Breadth and depth of course and degree program options

#### Community

- Number and type of students
- Impact on communities served
- Impact on College

Additionally, they were asked to devise major events or headlines of how the scenario occurred using the years 2020, 2025, and 2030 and to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the other workshop participants. Each group's notes for their scenario and the description were used to produce the detailed narrative for each scenario. Below is the scenario matrix showing the names of each scenario as described by session participants.

These four scenarios paint very different plausible futures for MCC. Session participants considered them all as largely plausible futures, as in, they could actually happen. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following section. Each scenario has its subsequent consequences and impacts on MCC – impacting the College's fabric, programs offered, funding, and regional partners in different ways. No one future is the 'perfect' future, as each comes with its attendant challenges and implications. The process, however, does provide a way to tease out the future scenarios and examine them from a speculative standpoint. They represent different possibilities for the future, and are not predictions.

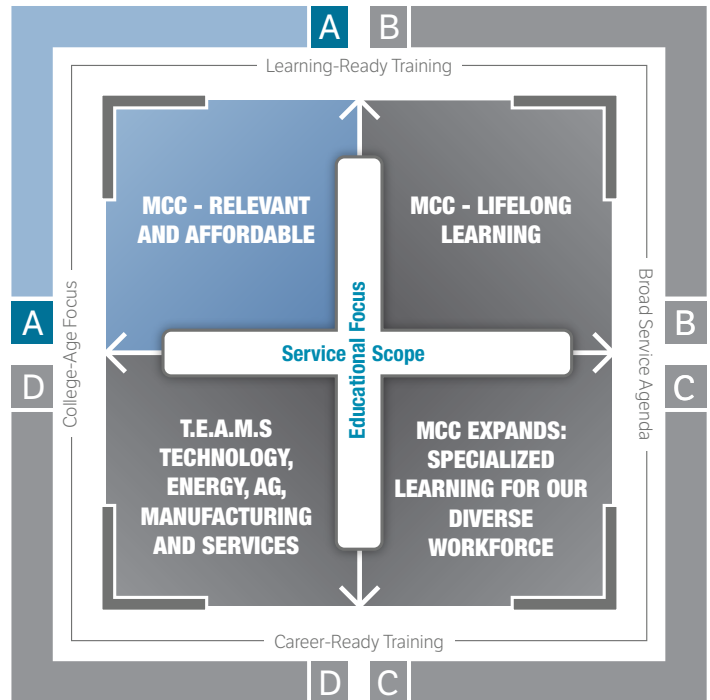






### 3.3 SCENARIO A: MCC – RELEVANT AND AFFORDABLE

MCC builds community ties by developing additional links between high school, college and industry. Incubators are started at local High Schools. The service scope of ‘Relevant and Affordable’ remains a strong alternative to the 4-year Baccalaureate degree, with the potential to develop four-year programs by 2030. MCC’s educational focus expands to provide learning-ready training and preparation for existing jobs. Industry partnerships are formed to provide professional training and workforce development programs to support county needs. A ‘Brain Drain’ of sorts occurs as those seeking 4-year professional Baccalaureate degrees leave the county.





SCENARIO CHARACTERISTICS - 2030

**Local Economy / Industry - Characteristics - 2030**

- Economy focuses on marketable skill sets
- Team up with local businesses/ professionals
- Students are going to school outside of local economy to obtain 4-year degrees, then return to raise family
- Partnerships needed with 4-year schools and employers

**Workforce and College - Characteristics - 2030**

- GenEd requirements revisited at MCC
- Incubator education
- More College credits offered at the high school level
- Potential negative impact on manufacturing with focus on 4-year college transfer
- Need to develop more real life/ internship model education

**Community - Characteristics - 2030**

- 'Brain drain' occurs as educated leave the county
- Incubators started at several high schools
- Programs oriented to keep students here
- Adjunct faculty at MCC is good for students to know the local workforce



**MCC – RELEVANT AND AFFORDABLE: HEADLINE NEWS**

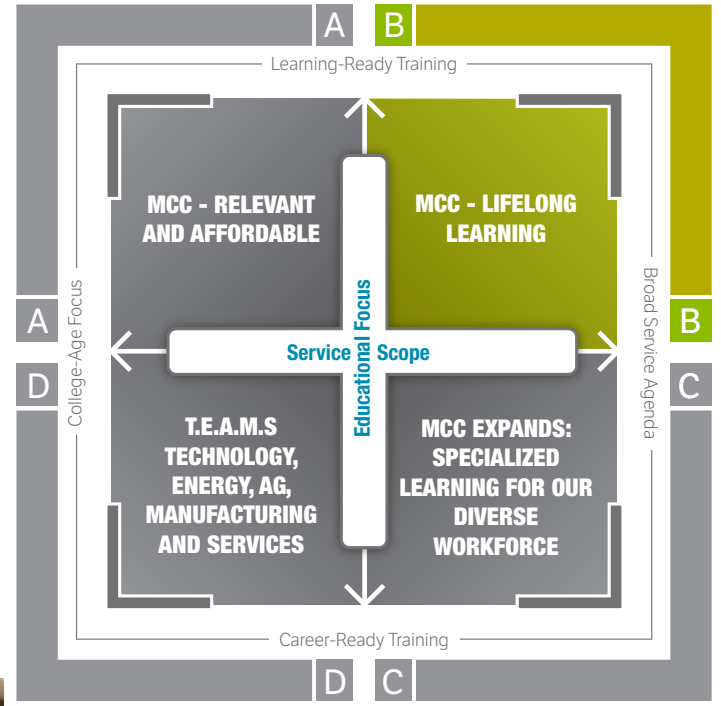
	2020	2025	2030
<b>Local Economy / Industry</b>	<i>Agricultural partnerships flourish</i>	<i>MCC thrives in innovation – return of native talent</i>	<i>Agriculture, healthcare and manufacturing</i>
<b>Workforce and College</b>	<i>Dual credit expansions at MCC</i>	<i>Experiential credit internships offered – credit redefined</i>	<i>MCC offers 4-year degree</i>
<b>Community</b>	<i>County recognizes collaboration focus to build community</i>	<i>McHenry County residents return home</i>	<i>Quality life improves with partnerships</i>





### 3.4 SCENARIO B: MCC – LIFELONG LEARNING

MCC assumes a community leadership role as it adapts a ‘serve all’ approach to educational services. Baccalaureate degrees in liberal arts and sciences and learning-ready training are programs added to MCC’s educational focus. Lifelong learning becomes the norm as MCC navigates the needs of industry supply and demand to produce well educated students prepared for college and beyond. Outreach to promote educational services for adult learners, transitioning professionals, as well as the elderly increases. Partnerships with K-12 schools and industry are facilitated by MCC as the College shifts to address ‘future-ready’ needs for all its students.





SCENARIO CHARACTERISTICS - 2030

**Local Economy / Industry - Characteristics - 2030**

- Educate employers of what MCC can provide
- MCC helps students of all ages with career changes/connects the disconnected
- More partnerships (with schools) are facilitated based on industry needs
- Career-ready consortium with industry and College
- Industry shifts to tech/creative development

**Workforce and College - Characteristics - 2030**

- Increased ability to meet and identify workforce needs (including globally)
- Collaboration/constant interaction with business to provide continuous learning
- MCC navigates needs of supply and demand to produce well educated students prepared for College and beyond
- MCC provides diverse, relevant educational offerings
- MCC is an anchor for the community

**Community - Characteristics - 2030**

- Community socialization/bring people together
- Engage life-long learners for a more approachable center
- Accessibility at any time/ intergenerational impact with mentoring
- MCC helps the elderly to keep up with the times
- MCC provides adult education/ literacy programs



**MCC – LIFELONG LEARNING: HEADLINE NEWS**

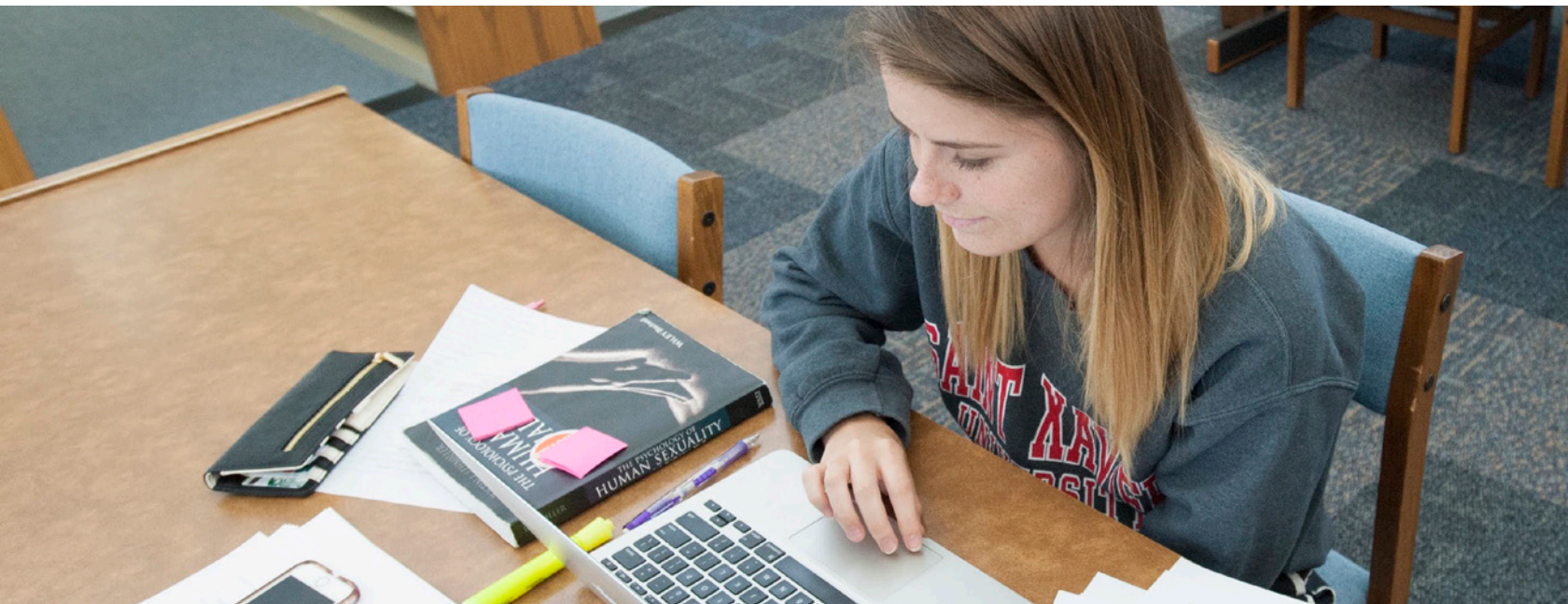
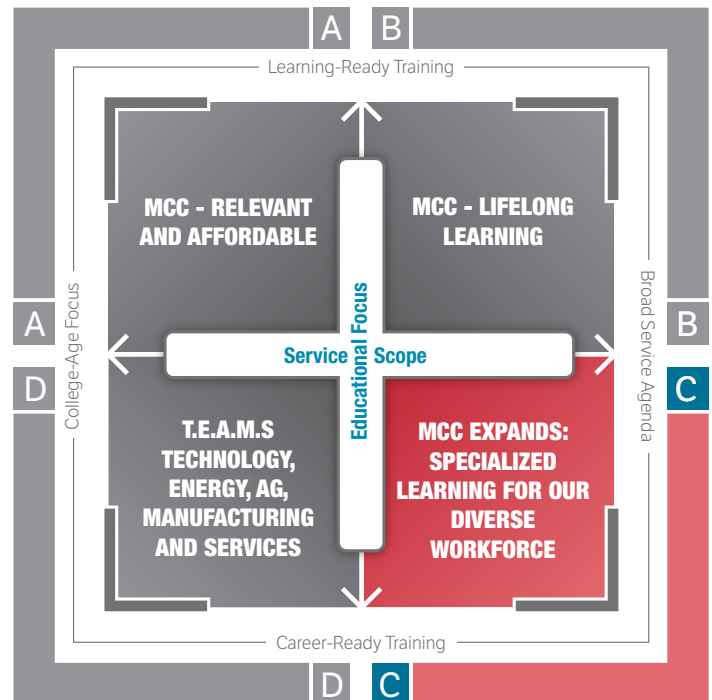
	2020	2025	2030
<b>Local Economy / Industry</b>	More local learners attracted to MCC	MCC's programming attracts 3 new industries to McHenry County	MCC nationally recognized for impact on local economy through emphasis on life-long learning
<b>Workforce and College</b>	MCC creates new programs to meet evolving workforce demands	80% of local jobs filled by MCC enrollees	MCC leads the way to fill jobs of the future
<b>Community</b>	MCC opens greenhouse to the community!	MCC recognized nationally as a leading community partner	MCC innovation at the center of population boom in McHenry County!





### 3.5 SCENARIO C: MCC EXPANDS – SPECIALIZED LEARNING FOR OUR DIVERSE WORKFORCE

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







SCENARIO CHARACTERISTICS - 2030

**Local Economy / Industry - Characteristics - 2030**

- Manufacturing, Healthcare, Robotics, Agriculture (hydroponics), Technology (including blockchain)
- Retail through the lens of technology
- Coding is the new blue collar work
- Work with K-12 schools to adapt to changing needs, especially technology literacy
- Improved relationships/partnerships for workforce development as demands change

**Workforce and College - Characteristics - 2030**

- Educate on career pathways and future options
- Shift orientation from college years to career
- Students involved in MCC sooner
- Changes to education (grading, school day, problem-based learning, delivery)
- More immersive and hands-on; not classroom or semester bound in time
- Increased collaboration/break barriers with MCC as connector

**Community - Characteristics - 2030**

- People return to MCC throughout career as a place to retrain as jobs evolve and change
- Multi-generational 'Think Tanks'
- Partner with MCC for training and employers can spend money/ invest in MCC instead of sending employees to other communities for training
- Moving from scenario of transfer student base to shift of people who come in and out for training



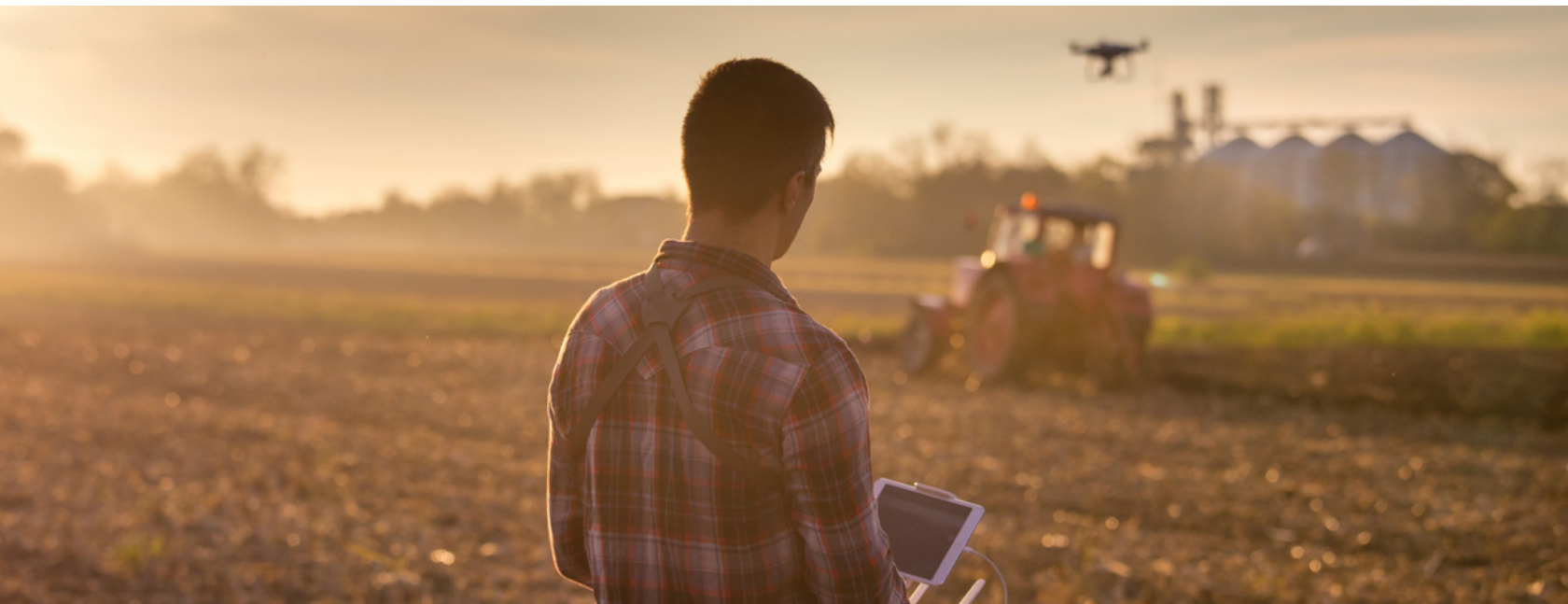
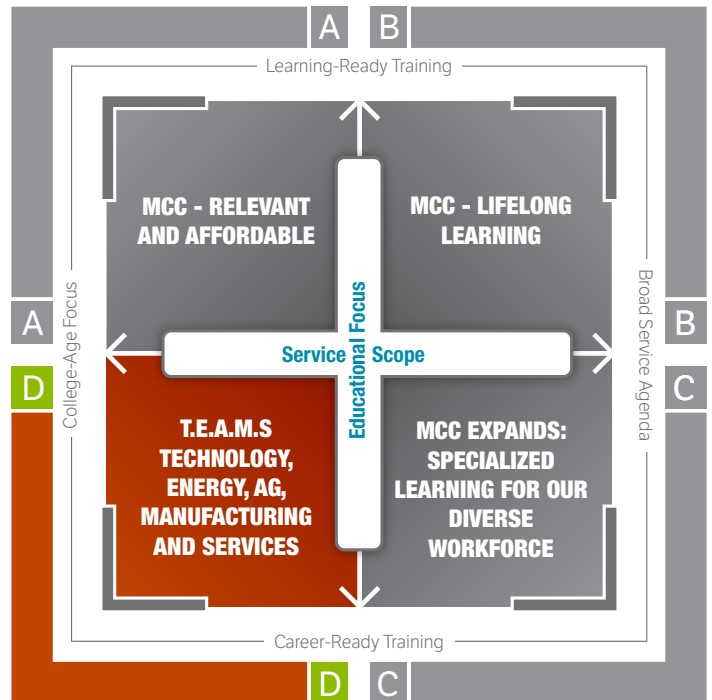
**MCC EXPANDS – SPECIALIZED LEARNING FOR OUR DIVERSE WORKFORCE: HEADLINE NEWS**

	2020	2025	2030
<b>Local Economy / Industry</b>	<i>Healthcare Expansion Spans Industry Growth in McHenry County</i>	<i>Motorola Opens Biotech Branch in McHenry County</i>	<i>Increased Tech Industry Leads to 40% Tax Drop</i>
<b>Workforce and College</b>	<i>Apprenticeship Programs Expand in McHenry County to MCC</i>	<i>50% of Local Employers Offer Paid Apprenticeships</i>	<i>30% of High School Graduates Leave with Associates Degree</i>
<b>Community</b>	<i>MCC Sees an Increase in Learners</i>	<i>MCC Partners with all K-5 Schools in McHenry County</i>	<i>One out of Three People in McHenry County Rely on MCC for Career-Ready Training</i>



### 3.6 SCENARIO D: T.E.A.M.S. – TECHNOLOGY, ENERGY, AG, MANUFACTURING, AND SERVICES

MCC maintains its service scope as a high value/ high quality alternative to the 4-year Baccalaureate degree. Additional career-ready training programs are added to the curriculum as local industry expresses specific workforce needs, especially in the areas of technology, energy, agriculture, manufacturing, and services. Programs and certifications are aimed at high schoolers and college age students, providing both immediate job training and prep for continuing a 4-year degree elsewhere. New opportunities and partnerships open in the fields of agriculture and manufacturing as MCC returns to a focus on traditional trades.







SCENARIO CHARACTERISTICS - 2030

**Local Economy / Industry - Characteristics - 2030**

- Return to agricultural roots
- Technology re water collection, solar/wind, manufacturing – land & train systems
- Affordable housing for kids and transfers
- Better relationship with industries to have a deeper understanding of needs (apprenticeships, etc)
- Pipelines created with employers so they have talent they need

**Workforce and College - Characteristics - 2030**

- Sexier, tech-approach, nimble certification-based programs for robotics, urban-ag, healthcare, college class in HS, trades
- Changed messaging to High Schools; for those on 4-year college program, see MCC as prep path to B.A.
- Integrated experience between HS-College-Career; more frequent decision points

**Community - Characteristics - 2030**

- Leisure and Entertainment; more exciting place to live
- Exploratory classes are offered to non-traditional students that lead to discovery; supported by High School, College and Industry
- Risk of exploration in schooling is reduced; building blocks to build overall education – the building block ‘counts’ toward degree attainment



**T.E.A.M.S – TECHNOLOGY, ENERGY, AG, MANUFACTURING AND SERVICES: HEADLINE NEWS**

	2020	2025	2030
<b>Local Economy / Industry</b>	<i>MCC Introduces T.E.A.M.S.</i>	<i>T.E.A.M.S. Program Drives Local Growth</i>	<i>T.E.A.M.S. Program Goes Global</i>
<b>Workforce and College</b>	<i>Test the Water</i>	<i>Building Blocks Bring Success</i>	<i>Talent Pool Attracts Corporation X</i>
<b>Community</b>	<i>Pipeline of Employer Engagement is Flowing!</i>	<i>More Grads Staying Local, Enrollment Up!</i>	<i>Local Economy Thriving!</i>



## 4.0 EXPECTED AND PREFERRED FUTURES

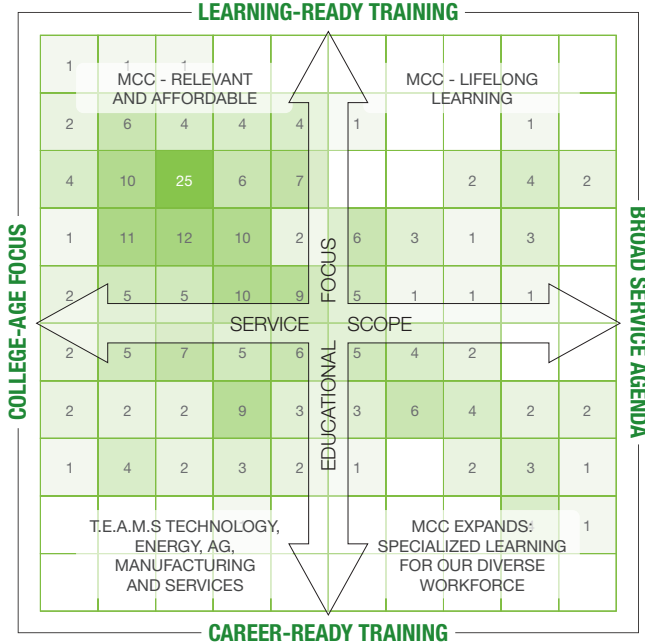
### 4.1 EXPECTED FUTURE: SCENARIO A: MCC – RELEVANT AND AFFORDABLE

The four scenarios presented represent a range of plausible outcomes for MCC. Strategic Foresight Session participants were asked a series of questions regarding their views of the preferred and expected future. The expected future is the one they deemed most likely to happen if there is no change in the current trajectory. The workshop participants indicated that Scenario A, MCC – Relevant and Affordable, is the scenario they believed most represented the current direction of the college.



#### MCC STRATEGIC FORESIGHT SESSION

EXPECTED FUTURE – 2030



DataInsight

#### KEY POINTS TO NOTE:

- The resulting high concentration of responses in Scenario A indicate little doubt on the part of Session participants as to what direction MCC will head if no new changes are made to current planning efforts.
- Significant changes in the College's current planning will need to be made to move to a different trajectory.

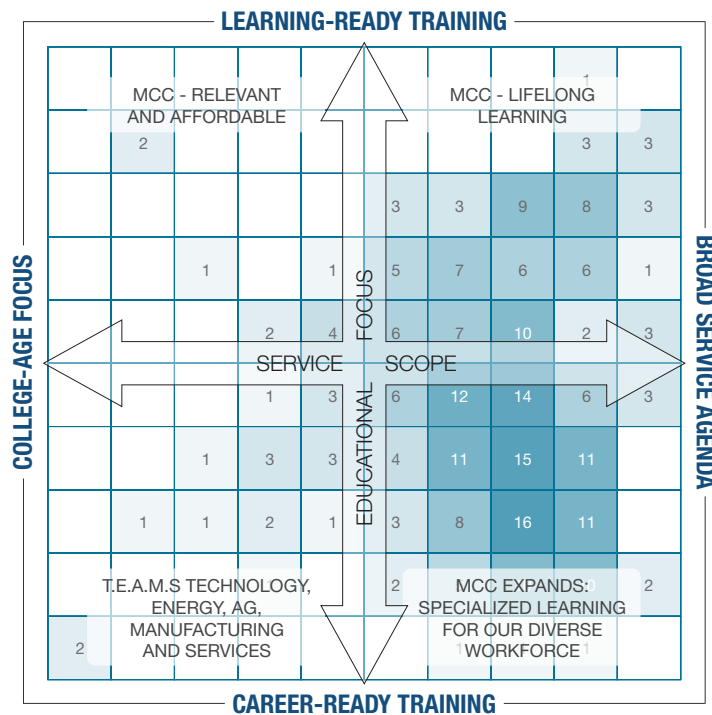


## 4.2 PREFERRED FUTURE: SCENARIO C – MCC EXPANDS

While each of the scenarios were viewed as plausible, Think Tank participants expressed a strong preference for one of the presented outcomes, Scenario C, “MCC Expands: Specialized Learning for Our Diverse Workforce”. The point was made, however, that movement from Scenario A to C would need to evolve through Scenario B to be sure to not lose the value of lifelong learning options.

### MCC STRATEGIC FORESIGHT SESSION

PREFERRED FUTURE – 2030



DataInsight

#### KEY POINTS TO NOTE:

- The significant concentration of color in Scenario C indicates a close alignment of thinking by Session participants around the preferred future.
- Due to some color in Scenario B, efforts must be made by College leadership to bring those elements considered important in Scenario B into the strategic planning to achieve the preferred future.

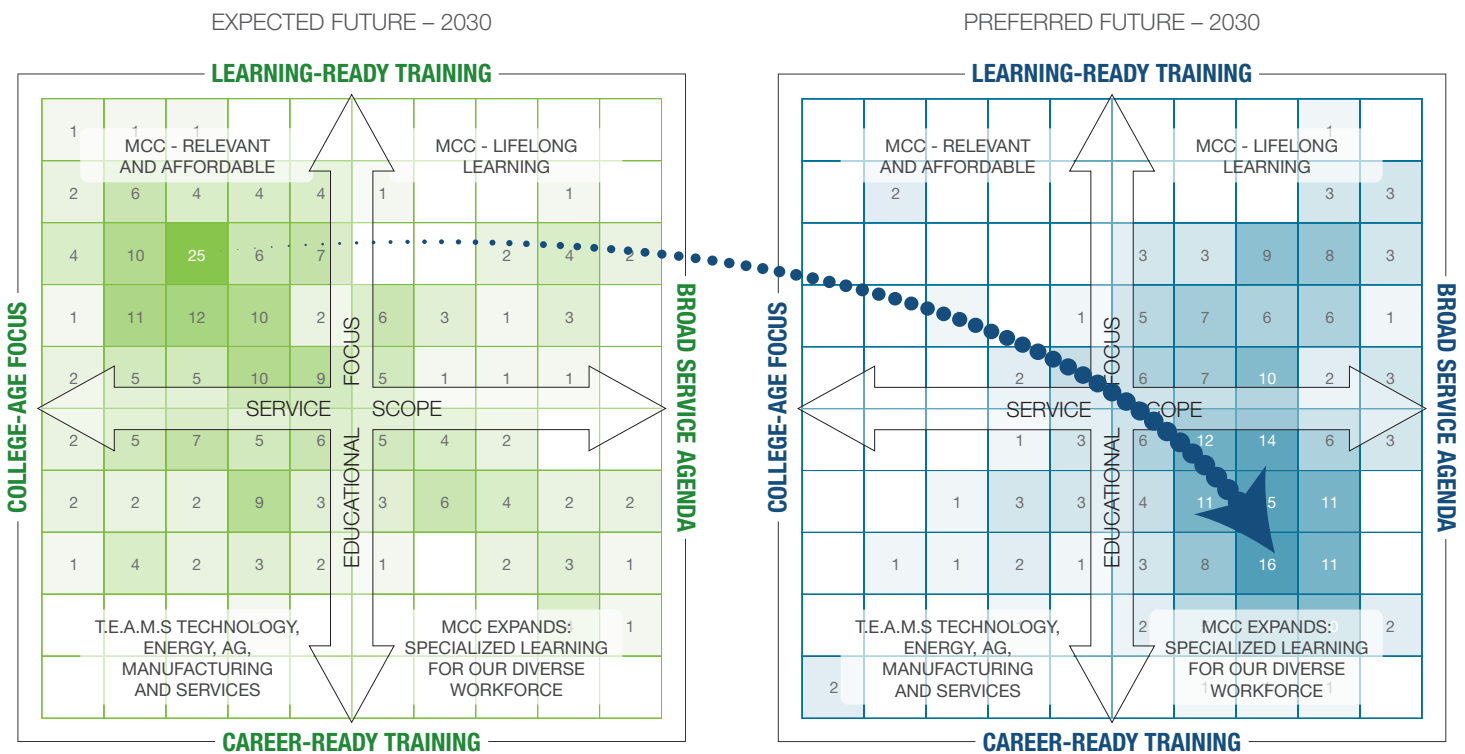




## 5.0 NEXT STEPS – GETTING TO THE PREFERRED FUTURE

The Strategic Foresight Session participants discussed the ramifications and implications of failing to achieve the preferred future. There was strong alignment among participants that ‘MCC Expands: Specialized Learning for Our Diverse Workforce’ represented the preferred future scenario, with a recognition that lifelong learning options needed to be incorporated into the trajectory. The session outcomes identify the preferred future as the basis of a shared vision for MCC within the context of McHenry County.

This report lays the foundation for creating a progressive strategic plan. It is anticipated that the next phase will include extensive engagement within the College community to obtain feedback on the Session findings and to encourage input. The preferred future “MCC Expands: Specialized Learning for Our Diverse Workforce” outlines the basis of a shared vision for the college’s direction within the broader county ecosystem and emerging global trends. The scenario framework helps identify community and institutional priorities and provides direction on potential next steps the College may take to achieve the preferred future.





## 7.0 ABOUT MCHENRY COUNTY COLLEGE (MCC)

Founded in 1967, McHenry County College (MCC) was named among the Aspen Institute's 2014 top 150 community colleges in the United States. The College serves the seventh fastest growing county in Illinois, providing educational and training opportunities and special events for approximately 30,000 participants annually. MCC offers 7 Associate's degrees, 28+ Associate of Applied Science degrees, and 58+ different certificate programs. MCC is embarking on an examination of the county ecosystem to better understand the how trends are likely to shape the future of the county, and ultimately, the College. This strategic foresight work will help provide guidance to College leadership as it examines its own important role in developing and supporting future community and workforce needs. Future IQ was engaged to provide visioning and research assistance that will produce a strategic foresight document examining the anticipated future evolution of the county, specifically future educational needs.

### **For more information on McHenry County College, please contact:**



**Clint Gabbard**, President  
McHenry County College  
8900 U.S. Highway 14  
Crystal Lake, IL 60012  
cgabbard@mchenry.edu



## 8.0 ABOUT FUTURE IQ

Future iQ specializes in the development and application of scenario planning, network analysis, industry and regional analysis, and stakeholder engagement. The company specializes in applying innovative tools and approaches to assist organizations, regions and industries prepare for the future.

### For More Information

To learn more about Future iQ, and our recent projects visit [www.future-iq.com](http://www.future-iq.com) or by email at [info@future-iq.com](mailto:info@future-iq.com)

### Report and Scenario Planning workshop prepared by:



#### HEATHER BRANIGIN, VICE-PRESIDENT, FORESIGHT RESEARCH

Heather has worked in the fields of Development and Education for over 20 years. She has extensive experience in local government and growing small business and organizations, and is Past President and current Advisory Council Member of the United Nations Association of Minnesota. Heather researched and co-produced Future iQ's publications *The Next Industrial Revolution* and *The Future of Food*.



#### DAVID BEURLE, CEO, FUTURE IQ

As CEO of Future iQ, David specializes in creating future planning approaches for the use in regional, community and organizational settings. David has worked in the field of organizational and regional economic and community planning for over 20 years. His work in community and economic development has earned his work international, national and state awards.



## 9.0 ACKNOWLEDGEMENTS

Future iQ would like to thank MCC President, Clint Gabbard and Christina Haggerty, Vice President of Marketing, Communications and Development FOIA Officer, for the significant time and effort put into the planning and execution of this Strategic Foresight Session. Future iQ would also like to thank workshop participants who dedicated a full half day to have a deep, meaningful, and honest conversation about the future of MCC and McHenry County. We sincerely appreciate your contributions.

MCC has an invaluable partnership with McHenry County, leadership team and staff members, committed board members and community members. The challenge will be to optimize the use of these resources, by aligning the College's efforts to the stated preferred future.

### **McHenry County College Board of Trustees**

- Tom Allen
- Diane Evertsen, Vice-Chair
- Linda Liddell, Chair
- Ronald Parrish
- Mike Smith
- Karen Tirio
- Molly Walsh, Secretary
- Zuri Vazquez, Student Trustee

### **McHenry County College Administration**

- Clint Gabbard, Ph.D., President
- Chris Gray, Ph.D., Vice President of Academic Affairs
- Allen Butler, Ph.D., Chief Information Officer
- Christina Haggerty, Vice President of Marketing, Communications, and Development
- Talia Koronkiewicz, Ed.D., Vice President of Student Affairs
- Robert Tenuta, Chief Financial Officer/Treasurer







future→iQ

McHenry  
County College