



ADOPTED FEBRUARY 2019



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OVERVIEW

A LETTER FROM THE PRESIDENT

McHenry County College (MCC) provides exceptional learning experiences and opportunities that have the power to inspire and transform lives. And it has never been more critical for community colleges to provide nimble, innovative services for our students and to serve the community in the best way possible.

Our universal commitment to student success prevails throughout every office and classroom, and is reflected in the College mission statement:

Our Focus is Learning. Student Success is Our Goal.

The College's Strategic Plan for 2019-2024 serves as a critical roadmap that MCC must follow to fulfill this mission and provide the best learning environment to prepare our students for future success. MCC's plan provides broad, overarching goals to be implemented over the coming five years, outlining our educational direction to champion learning, and transform students through challenging, inspiring instruction.

MCC's strategic planning process has been rooted in information gathering, critical thinking, active listening, and collaborative input.

At the heart of this plan is a focus on MCC's vision and core values. Eight institutional goals, which had feedback from all employees throughout the institution, support this plan, with themes focusing on:

- 1. Accessible, high-impact services, interventions, and facilities
- 2. Generating and sustaining financial resources
- 3. Agile, secure, and cost-effective infrastructure and technology solutions
- 4. Diverse and dynamic faculty, staff, and administrators
- 5. Strong collaborations with the community and local industry
- 6. Careful, professional expertise of faculty
- 7. Sharing the College's key value propositions
- 8. Welcoming and valuing diversity

The vision, values and institutional goals will guide the development of strategies/action steps and the allocation of resources over the next five years, and they support MCC's ongoing commitment to research-based continuous improvement and our mission of student success.

Thank you to our community of friends and supporters, and to our passionate and committed faculty, staff, Board of Trustees, and administration who are wholly dedicated to our students' future success.

Dr. Clint Gabbard President



MCC OVERVIEW

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.

The College is located in northwest Illinois near the Wisconsin border. MCC's district covers 600 square miles across most of McHenry County and small parts of Boone, Lake and Kane counties. There are 30 incorporated municipalities and two unincorporated Census Designated Places (CDPs), which cross the Wisconsin border. The College district encompasses 18 school districts with 76 schools. There are a total of nine public high school districts, with 14 individual public high schools and one private high school in the county. MCC's boundaries were drawn many years ago based upon K-12 school district boundaries and were not intended to be contiguous with the county border.

Because MCC's district closely aligns with that of McHenry County, county-level data is used for planning purposes. Roughly 77% of the MCC district is considered rural, and the other 23%, concentrated in the eastern half of the county, is suburban in nature. The county has a population density of 511.9 people per square miles, covering a total of 603.17 square miles of land. McHenry County is located on the western edge of the Chicago urbanized area and is included in the Chicago Metropolitan Statistical Area (MSA).

MISSION

Our Focus is Learning. Student Success is Our Goal. [Formally adopted on July 26, 2012. Re-adopted on March 22, 2018.]

BEHAVIORS OF EXCELLENCE

In early 2014, College administration began looking at an approach to reinforcing a specific set of behaviors that support the College mission and focus. An action team was established and facilitated feedback from employees across the institution about behaviors that matter most in our daily work of serving students, the community, and each other. Several events and listening sessions were used to gather feedback and keep employees connected in with the ongoing process. From this collaborative effort, a final set of behaviors were finalized for McHenry County College:

> We Are Respectful. We Are Resourceful. We Are Responsible. We Are Safe.

Our Behaviors of Excellence are the key elements that define how we treat each other and our community. They remind us of how to live out our values. They are the way in which we conduct ourselves to visually reflect dedication to our college mission of student success. These behaviors matter, and along with their supporting action statements which better define their meaning, provide the framework for how every employee at the College should make quality decisions when serving both internal and external stakeholders.

ENROLLMENT

CREDIT ENROLLMENT

MCC has served over 10,500 credit students this year

- 958 were GED and/or English as-a-Second-Language (ESL) students
- 3,597 were enrolled in career/ technical programs
- 6,113 were in enrolled in baccalaureate transfer programs

FALL 2018 ENROLLMENT

- 56,658 Credit Hours
- 7,032 Headcount

SPRING 2019 ENROLLMENT

- 54,997 Credit Hours
- 7,085 Headcount

ENROLLMENT – WORKFORCE DEVELOPMENT AND COMMUNITY PROGRAMS (FY 2018)

- A total of 14,545 unduplicated (22,749 duplicated) Workforce Development and Continuing and Professional Education students
- Over 25,000 facility rental and event attendees

ENROLLMENT TRENDS

Over the last two years, MCC credit enrollment has seen a modest increase across both credit hours and headcount. This stable trend in enrollment numbers for the College comes after several years of decreasing numbers which were consistent with state and national data, and due in part to the decreasing unemployment numbers. The latest increase in MCC's enrollment is somewhat unique compared to the Illinois Community College System statewide average, which has been seeing decreased enrollment overall. Area institutions and peer institutions with comparable demographics have been trending down in credit hours and headcount in comparison reviews. The following table illustrates MCC's trend in enrollment over a five-year period, from 2013 to 2018.

	2013	2014	2015	2016	2017	2018	1-Year % Change	5-Year % Change
Official Headcount	7,139	6,741	6,743	6,743	6,489	6,906	6.4%	-3.3%
Headcount (excluding Adult Education)	6,552	6,246	6,152	6,076	5,910	6,373	7.8%	-2.7%

Table: Spring Enrollment Trends (Spring 2013 to Spring 2018 Comparison)

	2013	2014	2015	2016	2017	2018	1-Year % Change	5-Year % Change
Official Credit Hours (Full-time Equivalent)	62,884	59,078	58,098	55,179	51,406	54,159	5.4%	-13.9%
Total Hours (excluding Adult Education)	59,517	56,616	54,497	50,863	47,776	50,840	6.4%	-14.6%

Table: Fall Enrollment Trends (Fall 2013 to Fall 2018 Comparison)

	2013	2014	2015	2016	2017	2018	1-Year % Change	5-Year % Change
Official Headcount	7,023	6,551	6,562	6,371	6,844	7,032	2.7%	0.1%
Headcount (excluding Adult Education)	6,532	6,166	5,957	5,848	6,327	6,505	2.8%	-0.4%

	2013	2014	2015	2016	2017	2018	1-Year % Change	5-Year % Change
Official Credit Hours (Full-time Equivalent)	62,557	58,197	56,112	53,783	56,197	56,658	0.8%	-9.4%
Total Hours (excluding Adult Education)	59.902	56,343	52,308	50,409	52,859	53,465	1.1%	-10.7%

Table: Fall 2018 Census Day Peer Enrollment Comparison

Institution	Headcount	Credit Hours
Black Hawk	-12.0%	-9.1%
Lakeland	-7.7%	-4.9%
Lincoln Land	-11.1%	-5.7%
Logan	2.7%	-1.8%
MCC	2.8%	.8%
Parkland	-1.2%	-2.0%



Of several factors considered when looking at enrollment, MCC's K-12 partnerships have proven highly effective in growing enrollment health, allowing high school students to begin their college-level studies while still in high school. The College's ability to align curriculum and build partnerships with K-12 schools also creates a pipeline for those students to move into MCC as a college student.

Academic Year	Number of Enrolled Students	Comments
2012-2013	893	13 courses, 51 sections
2013-2014	916	15 courses, 56 sections
2014-2015	1,046	16 courses, 71 sections
2015-2016	1,475	19 courses, 88 sections
2016-2017	1,843	17 courses, 90 sections
2017-2018	1,850	19 courses, 85 sections

Table: College in the High School Enrollment

In addition to continued growth in dual-credit programs and expanding dual-credit/dual-degree programs, College administration and the Strategic Enrollment Management (SEM) team have identified several additional opportunities for enrollment growth:

- Career and Technical Education and connection to apprenticeships and internships
- Retention: intentional approaches to appeal to students to enroll in increased credit hours
- Latino enrollment increase
- Expand services for adult learner population

EMPLOYEES

- Employment: MCC currently has 691 full- and part-time employees
 - 94 full-time faculty
 - 341 adjunct faculty
 - 142 full-time staff and 64 part-time staff
 - 50 administrators
- Highest Degree Held
 - Full-time Faculty with master's or doctorate degree: 91%
 - Adjunct Faculty with master's or doctorate degree: 67%
 - Administrators with master's or doctorate degree: 78%

MCHENRY COUNTY COLLEGE LEADERSHIP

BOARD OF TRUSTEES

Mike Smith, Chair (Lakewood) Diane Evertsen, Vice Chair (Harvard) Molly Walsh, Secretary (Crystal Lake) Tom Allen (Lakewood) David Domek (Lake in the Hills) Mary Beth Siddons (McHenry) Karen Tirio (Woodstock) Stephanie Elliot, Student Trustee (McHenry)

PRESIDENT'S CABINET

Dr. Clint Gabbard, President Dr. Allen Butler, Chief Information Officer Christina Haggerty, Vice President of Marketing, Communications, and Development Dr. Chris Gray, Vice President of Academic Affairs and Workforce Development Dr. Talia Koronkiewicz, Vice President of Student Affairs Bob Tenuta, Chief Financial Officer/Treasurer



PLANNING PROCESS, RESEARCH, AND DATA COLLECTION

In Fall 2017, the MCC Board of Trustees approved a revised set of Institutional Goals, shortly after reviewing the results of an environmental scan, conducted for MCC by Northern Illinois University (see Appendices). During this time, the Board and MCC administration continued receiving strong support for its mission statement: Our Focus is Learning. Student Success is Our Goal. To effectively create a solid base and framework for the 2019-2024 Strategic Plan, College administration presented to the Board for their consideration the existing college mission statement, recommending its continued use.

In March 2018, the MCC Board of Trustees endorsed the mission statement, keeping it intact. Then, three strategies were identified by President's Cabinet to initiate planning efforts:

- 1. Conduct new work to identify vision for MCC's future
- 2. Listen to key stakeholder feedback: Board; employees; students; community; partners
- 3. Clarify strategies that best reflect work to meet updated institutional goals in the coming five years



PROCESS OF ENGAGING STAKEHOLDERS

A successful strategic plan is reflective of key stakeholder feedback, including both internal and external (community member) constituents. The process used to engage these stakeholders took place through a series of listening sessions that allowed participants to reflect on where the College has been over the past five years, including accomplishments and threats, and imagine where the College should be in the coming five-to-10 years. These are some of the components that were reviewed and later incorporated into the plan elements:

- Points of quality, innovation, and success from 2013-present
- What must we do to enhance educational excellence and promote greater student success?
- How will we sustain our ability to change and improve?
- What internal and external influences or operational processes must we optimized, implement, grow, or partner with?
- Environmental Scan who lives in McHenry County?
- SWOT analysis: Strengths, Weakness, Opportunities, Threats
- Discussion around the College mission, specifically identifying a more concrete vision, core values, and updated goals to move the College forward in the future

With a supporting goal of furthering connectivity with the College community, it was determined that a session with external stakeholders and partners would be an essential approach to kicking off planning discussions. A detailed look at the community stakeholder session is below.

STRATEGIC FORESIGHT REPORT – COMMUNITY STAKEHOLDER FEEDBACK

College administration engaged a leading planning firm, Future iQ, to facilitate community feedback. The effort consisted of two components:

- 1. MCC Strategic Foresight Session The scenario-based foresight session was held on June 13, 2018, and provided an important opportunity to engage county and community members, stakeholders, college personnel, and leadership in a critical dialogue about the future and changing institutional and programmatic dynamics of MCC.
- 2. Community Survey A community-wide survey was sent to invited participants of the Strategic Foresight Session, as well as approximately 9,000 college-affiliated individuals. This input, along with assistance from MCC's leadership team, helped to create a scenario matrix used in the in-person session.

A detailed look at each of the above components is below. All information gathered from this formal feedback process with community stakeholders created the foundation for a progressive strategic plan.

STRATEGIC FORESIGHT SESSION

Key community stakeholders and partners were invited to participate in large and small-group discussions via scenario planning around ways that the College will fit into the future landscape of McHenry County. 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. Discussions explored considering the implications of various future scenarios, with an aim 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.

Participants included:

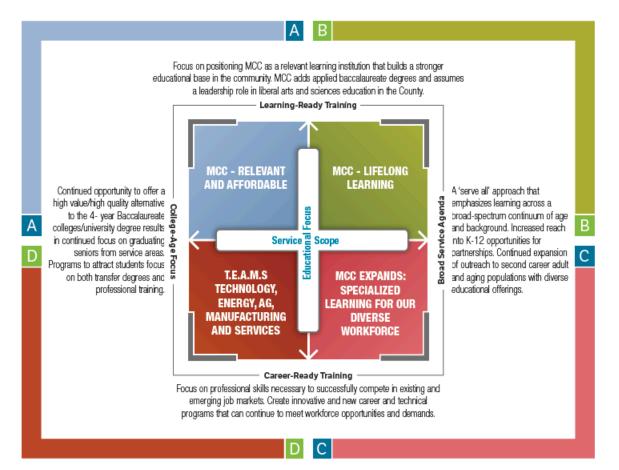
- Thought leaders and management from key industry sectors, including health care, manufacturing, finance, technology, agriculture, and other career/technical sectors
- K-12 leadership
- Advisory board members from accounting; automotive; nursing; occupational therapy assistant; physical therapist assistant, health information technology; business; administrative office management
- Leading donors/supporters
- Top alumni
- Public officials



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 stakeholders 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. On Wednesday, June 13, 2018, 75 attendees participated in the Strategic Foresight Session, and were given an opportunity to discuss what the expected role of the College is as it compares to what their preferred role of the College should be moving forward. Participants were highly inspired and informed by discussions that took place during the session. Insights from the session are found below.

PLAUSIBLE FUTURE SCENARIOS

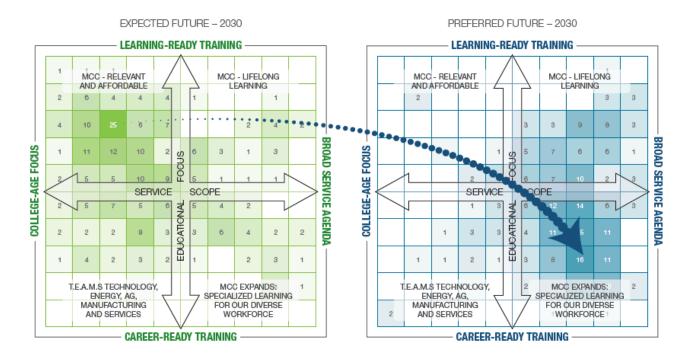
Strategic Foresight Session participants were presented with a scenario matrix (see diagram below), defined by the two major axes of 'Service Scope' and 'Educational Focus'. Brief descriptions were also attached to the end points of each driver axis. While these end points do not necessarily represent 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.



EXPECTED VS. PREFERRED FUTURE

The four scenarios presented represent a range of plausible outcomes for MCC. 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. Participants indicated that Scenario A, MCC – Relevant and Affordable, is the scenario they believed most represented the current direction of the College.

While each of the scenarios were viewed as plausible, participants expressed a strong desire for the preferred future, 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 as well. This is indicated in the diagram below.



Session participants discussed implications of failing to achieve the preferred future. Outcomes from the session identified the preferred future as the basis of a shared vision for MCC within the context of McHenry County.



COMMUNITY SURVEY

In addition to the in-person session, additional feedback was gathered by an online survey, sent to a larger stakeholder group—this included employees, retirees, credit and noncredit students, donors, and alumni. The survey produced 466 responses to questions about how our community views the College fitting into the future of the county. Here is a demographic breakdown of respondents:

Gender

- Male –32%
- Female 67%
- No answer: 1%

Age

- Majority of respondents were in the 41+ age range
- 34% in the Under 40 age range

Relationship to McHenry County

- Residents of McHenry County: 86%
- Work in McHenry County: 54%



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 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?

A summary of critical findings is below.

Biggest Changes Critical to Future MCC Programs

- Technology
- Healthcare
- Education
- Advanced Manufacturing
- Other Trades

Issues Most Important in Shaping the Future of McHenry County

- Education
- Employment Opportunities

Biggest Role of MCC in the Future

- Preparing students to transfer to a four-year college/university (opportunity: continued educational partnerships nationwide)
- Providing future-ready training
- Providing lifelong learning opportunities –importance of both soft and hard skills training
- Providing basic-level educational skills

Important Workforce Skillsets

- Technology/computer (opportunity: accommodate the need for future educational training across all sectors)
- Healthcare/medical
- Trade skills

Respondents were finally asked about the importance of having a shared vision for the future of McHenry County; over 90% considered a shared vision important, in order to allow institutional leadership to take action based on shared points of consensus.

A copy of the full Strategic Foresight Report is located in the Appendices.

INTERNAL/EMPLOYEE FEEDBACK

The second phase of planning included extensive engagement within the internal college community to obtain feedback on community stakeholder findings, as well as to encourage employee input and ownership. The preferred framework identified by the Strategic Foresight Session and community survey feedback helped identify the start of institutional priorities and provided direction within employee discussions related to the College's vision, values, and updated institutional goals.

From June through October 2018, individual listening sessions were held with several employee groups, including: President's Cabinet; Leadership Council (administrators); full and part-time staff; faculty; and a retreat with the Board of Trustees. The focus of these listening sessions included:

- Analysis of strengths and opportunities
- Rigorous vision and values discussion

Below is a summarized list of key themes that emerged from across all sessions.

A complete list of verbatim feedback from all sessions is located in the Appendices.

SUMMARY OF COLLEGE-WIDE ACCOMPLISHMENTS (AS EXPRESSED BY EMPLOYEES)

Improved Institutional Planning and Processes

- Deliberate and planned connectivity between different initiatives
- 50-year anniversary initiatives and efforts (year-long)
- Ongoing improvements for important stakeholders: students; community members; employee engagement and benefits
- Restructuring/reorganization to help open opportunities, etc.
- HESI AdAstra scheduling system effectiveness
- Data integration and appreciation
- Broader thinking vs. working in silos
- Adjunct faculty training and engagement
- E-Portfolio

Improved College Culture

- Culture change shifted to pride-focused and problem-solving approach
- Development, communication, and implementation of Behaviors of Excellence
- Smart, capable, committed leadership team assembled visionary for the future
- Student Resource Stations in action
- More robust sense of college spirit and brand identity (Roary, brand, purple pride); improved brand image
- Onboarding faculty
- Board support and harmony (collaborative and supportive spirit)
- Key hiring decisions and organizational decisions to further success
- Expectations have been/are communicated consistently
- Stronger involvement among many departments around outreach and recruitment
- Shared governance (Faculty Council, etc.)
- Focus on diversity- employees and growing Latino student population
- Better organizational climate

Institutional Outcomes as Indicators of Success

- Completion of Liebman Science Center
- Renovation of spaces (Student Success Center, greenhouse, A123 Cisco Lab, PTA lab, Fitness Center, Sage, etc.) / Infill of Building A and E Spaces (pending)
- Increase in student engagement higher level of engaged students (new and seasoned)
 student retention focus
- Growth in key relationships: K-12 partners; leaders; business partners; citizens (programs, grant writing, etc.)
- Textbook reduction efforts
- Grant successes allowing higher innovation levels
- Intentional strengthening and solid community relations/engagement level higher
- Increase in enrollment via strategic enrollment management
- Accreditation of welding program
- Growth in College in the High School programming
- More visible and improved advertising and publicity
- Economic challenges worked through (state budget crisis); solid financial positionconservative fiscal approach to budgeting; solid audit



HOW MCC IS POISED FOR EFFECTIVENESS OVER THE COMING YEARS

Institutional Planning and Processes

- Alternative funding and resources (grants, scholarships, etc.)
- Facility improvements, repurposing, and transformative spaces (Liebman Science Center, etc.)
- Program growth and alignment credit and noncredit (attracting the student)
- Refocus on teaching and learning, student support, and financial strength (alignment); expansion of experiential learning (work-based learning)
- Enrollment stability
- Emerging fields and open minds around growth of fields important now and in the future of our community
- Decreasing cycle time to bring new/updated programs to our students (quicker, more efficient)

College Culture

- Talented people
- Strong and engaged leadership team
- Capable and knowledgeable faculty and staff
- Continuous development and recruitment of talent/leadership skills (succession planning)
- New hires (IT knowledge, etc.)
- Willingness to attack complex issues
- Eager team willing and wanting to add value
- Higher employee satisfaction and retention rates (moving in this direction)
- Success of athletics program and outreach (recruiting and outreach)
- Behaviors of Excellence (accountability) service excellence
- Conditions for growth:
 - Safe and secure environment
 - Pride
 - Employee passion and commitment
 - Pride in environment (clean)
 - Reconnection with retirees and other key stakeholder groups (alumni)

Outreach and Collaboration

- In touch with business/industry—stronger connectedness
- Communication with students (texting, website, social, etc.)—flexibility and responsiveness to the changing student
- Expanding access and services to students (success coaches, self-service, meeting needs wherever they are)
- Communication networking between MCC and K-12
- Educational partnerships
- Outreach efforts with and among community
- Community support/engagement
- Pride in what we've done and pride in where we are going

POTENTIAL THREATS

College Culture

- Loss of key people (leadership and critical roles)
- Recovering from a sense of fear (RIFs, reorganization, etc.); concern from one's place
- Comfort/complacency in being "good" rather, moving toward elite takes the most work
- Internally- lack of trust between departments (decline in collaboration); instead, we need to share energy and passion throughout all levels of institution
- Over-promising but under-delivering/follow through of key initiatives is critical (employee fatigue part of this)
- Keeping tabs on public perception
- Reduction of office support for faculty

Local/Regional Implications

- Individuals who feel angry about state financial burden influence level of support for education (at any moment, could quit being seen as a community benefit and start being seen as a tax liability)
- County population (ex. declining 18-year-old population (traditional student population)
- State of the local and regional economy and/or potential downturn in economy
- Competition in way in which learning/programs are delivered
- Public transportation/access to College resources (travel and transportation capabilities)
- Explaining what and why MCC offers, and value proposition understanding

Statewide/National Implications

- Health of state of IL (leadership; budget and finances; residency; unfunded mandates)
- Liability from state on comprehensive insurance (\$24 million liability need for funding where/how do we make this happen?)
- Ability to maintain grant-funded programs in the future (human and financial resources); find new ways to deliver/replicate same resources (limitations to funding and other resources)
- Leadership at community colleges at the presidential level

VISION CLARIFICATION

Emerging Themes

- Varying learners (diversity and inclusion)- include employees also
- Changing lives transformative efforts
- Internal and external focus
- Good for students and community
- Economic resiliency and impact; responsibility/accountability
- Innovation and adaptability (nimble)
- Dynamic learning environment/destination (more than standard expectation for core product) inspiring and personal, unique
- Best-in-class (premier, etc.); recognized also as place to work
- Relationships, partnerships connect in with all aspects of a community's best self
- Belongingness
- Aspirational, yet relevant

Keywords/Phrases Identified

Excellence	En
Innovative	Qı
Destination	Re
Best of themselves	Re
Growth	Inc
Success	Fo
Nimble/flexible	Im
Evolving	Vit
Diversity	Inr
Transformative/ transforming lives	Po Stu
Education and innovation	0.00
Premier	Pa
Lifelong Learning	Val
First Choice	Fu
Dynamic	Fu
Partnerships	Pat
Economic	Ski
Student Success	En

ngaged uality silience cognized clusive sters pactful tal novative ositively udents, workforce, community ssionate/dedicated luable ueling iture thway cills ngaging

Respectful Changing Lives Building Affordable Future Change-ready Inspiring Learning Service Connecting/connection Commitment/committed Lead/leadership/leader Foundational/stepping stone Collaborative Committed Opportunity



Suggested Vision Statements

- MCC prepares students to be successful while fueling passion and providing valuable skills that will ultimately mold our future.
- The premier community college leading education innovation, serving as champions of diversity, and transforming lives.
- Change-ready institution of higher learning, meeting the current and future needs of the community it serves in an affordable manner.
- MCC is a dynamic college, engaged in partnerships to further student success and economic resiliency.
- The community's first choice for lifelong learning.
- We are a recognized leader and dynamic resource that creates and inspires a diverse generation of learners. Our inclusive community fosters impactful learning experiences vital to the future of McHenry County.
- A destination for high-quality, engaging, nimble, experiential learning, a change-ready community for the community where employees and students can bring the best of themselves every day to focus on growth and success.
- We change lives by building and engaging a community of passionate learners.
- We provide transformative and innovative programming that positively impacts the lives of our students, workforce, and community.
- We are a community of teaching and learning, inspiring students and the communities we serve.
- We are a solid foundation for your future. We are the stepping stone to the accomplishment of your goals.
- MCC is the right choice for future leaders within our community and beyond.
- MCC recognizes itself as an innovative educational institution focused on diversity, community collaboration, and workforce development through excellence in leadership and respect for responsibility.
- We are McHenry County' premier destination for growth, connecting all members of our community through lifelong learning.
- McHenry County College is a leader for student success and career enhancement, and committed to be an academic model for quality education.
- We are dedicated to the needs of our stakeholders. We are the future of your success.
- We are striving to constantly evolve to meet the changing needs of students, community, and workforce of McHenry County College district.
- We lead McHenry County in lifelong learning, workforce opportunities, and community resources.
- We are the premier provider of economically significant education and professional training the whole community looks to first to make a meaningful difference in their lives.
- We improve people's lives.
- We make every resident's education a reality.
- MCC is the region's most trusted source for education.
- We are the leader in providing human talent to the community.
- By sparking learning, MCC changes lives and makes the county a better place in which to live and work.
- We are committed to establishing MCC as the premier educational institution in northern Illinois by maintaining a dedication to excellence for students and community.

- MCC is an innovative, cost effective, high-quality, student-centered educational institution that anticipates the needs of our community and helps students reach their full potential. An MCC education prepares students for their future goals by developing effective communication, information literacy, critical thinking, and professionalism, and contributes to the development to entire community.
- MCC is an approachable, growth-orientated, community focused learning center. We provide pathways to higher education and marketable skills.
- MCC is your community pathway toward attainable personal, professional, and educational goals, with a dedicated commitment towards balance, mindful growth.
- MCC is committed to providing an affordable, engaging, and relevant academic experience to support students' professional and personal aspirations.
- MCC is a place where students want to be. We anticipate the needs of our community. We empower students to achieve their academic, social, and professional goals.
- MCC is the premiere choice for academic and workforce educational foundation for our diverse community.
- MCC serves our community.
- MCC is the premier or preferred academic community for life-long learning, preparing our students for success in achieving their goals.
- MCC students are like frogs, tadpoles arrive at the pond, later ribbit. MCC is the college of choice for our community to improve their quality of life.
- We are a student-centered institution striving to provide enriching, educational, and career-based opportunities to the entire community.
- We provide our community opportunities through quality education at a center of higher learning.
- MCC is the catalyst for change in individuals' lives, the community, and the world. We provide a quality educational experience for all learners.
- As the institution of higher education in McHenry County, we support the future goals of our community members by providing and inexpensive, acceptable, high-quality, and integrated education. MCC works to prepare students for all possible futures through engaged application information, and the freedom to own our ideas.



VALUES CLARIFICATION

Grouped into categories based on individual responses during employee sessions:

- Service-focused; community-focused; student-focused
- Honesty; accountability; transparency; trust; integrity; professionalism; respectful
- Affordable; economic resilience; fiscally responsible
- Quality; best-in-class; excellence
- Inspirational; impactful; motivation
- Learning; enriching; thriving and dynamic learning environment
- Innovative; ambitious; creative; cutting-edge; future-focused; legacy
- Transformative; resourceful; change-ready; adaptive; responsive; future-oriented; sustainable; synergistic; agile; consistent; efficient; evolving; nimble; flexible; responsive
- Caring; thoughtful; kind; compassionate; empathetic; supportive; listening; studentready; gracious; responsible; welcoming; approachable; friendly; fair; stable
- Inclusive; diverse; accessible; collaborative; open-minded; respectful; safe
- Passionate; prideful; committed; mission-driven; dedicated; enthusiastic; supportive; united; hard-working
- Freedom: educational opportunities; choices
- Miscellaneous: Humor/laughter; comprehensive; cooperative; intentional; perseverance; political literacy

STUDENT FEEDBACK

What MCC Does Well

- Reaching out to high school students
- Affordability
- Making students aware of everything going on communications about events, deadlines, programs, etc.
- Broad options and activities for various students/student groups
- Safety/security

Areas to Improve

- More involvement of MCC leadership with students more interaction
- More and better resources in Sage Learning Center
- Online instructors/classes need to include a face-to-face component for better engagement and success
- Better inclusivity and cultural sensitivity of instructors

What Does MCC Need to Have in Place Over the Next Five Years

- More diverse subject matter offered
- Sign language for credit
- Different new-student orientation event(s) for Hispanic community
- Make Spanish interpreters available

SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

As a result of collaborative dialogue and feedback produced at each of the listening sessions, a summary of strengths, weaknesses, opportunities, and threats was created. This summary helped validate directions for the development of a new vision, values, and institutional goals.

STRENGTHS

- Unified focus on mission and belief that students come first
- Talented, capable, and committed faculty and staff
- Strong and engaged leadership team
- Fiscally sound
- Strategic look at enrollment
- Community, K-12, and business partner outreach and collaboration
- Program growth and alignment
- Increased community support and public perception
- Facility improvements and transformed learning spaces

WEAKNESSES

- Weak revenue
- Inconsistency of service delivery
- Need for more ongoing collaborative engagement across the College

OPPORTUNITIES

- Explaining MCC's value proposition
- Maintain and grow grant-funded programs and find new ways to deliver/replicate the same resources
- Grow MCC's base of support to increase financial opportunity for students
- Alumni re-engagement
- Re-imagining physical facilities to improve existing footprint
- More involvement by MCC leadership with students
- Increased inclusivity and cultural sensitivity for students
- Enhanced student engagement
- Further transition of dual-credit and adult education students to bridge to credit status

THREATS

- Potential of losing key people in critical roles
- County and K-12 population decline
- State health and financial burden implications, including liability on comprehensive insurance
- Public transportation and access to the College
- Reduction in office support for faculty
- Unfunded state and federal mandates



SUPPORTING DATA – KEY PERFORMANCE INDICATORS

McHenry County College maintains interactive dashboards of the College's Key Performance Indicators (KPIs) that provide employees and the Board with insight into the impact of institutional goals and strategies on critical measures of student success and enrollment. College employees regularly refer to this information when making key decisions about future college initiatives and activities. Here are the categories in which data is considered to help guide the College's decision making, growth, and progress as it relates to the mission of student success. These categories determine how well MCC is doing in the areas of student completion, transfer to other institutions, and skills-ready preparedness. Information below includes definition of the metrics and population referenced for each KPI. Additional details are made available in supporting dashboards on the College's portal, myMCC.

Indicator	Metric Definition/Description
Headcount and Credit Hour Enrollment	
Headcount Enrollment	Total number of students (credit and adult education) enrolled at the census date of fall term (fiscal year display)
Credit Hour Enrollment	Total number of enrolled credit hours (credit and adult education) as of the census date of fall term (fiscal year display)
Degree and Certificate Completion	
Completion	Number of associate, certificate, and total degree completions
AY	Academic Year – Fall, Spring, Summer
Cohort Graduated Transferred Still Enrolle	d Rates
Cohort	First-time, full-time, college-level students starting in summer or fall term (calendar year displayed)
Graduated Still Enrolled Transfer Rate	Percentage of students from the cohort that graduated, transferred to four-year institution, or are still enrolled at MCC within 3 years of their first term
Cohort Completion Rates	
Cohort	First-time, full-time, college-level students starting in summer or fall term (calendar year displayed)
Completion Rate	Percentage of students from the cohort that completed a degree or certificate at MCC within 3 years of their first term
Cohort Transfer Rates	
Cohort	First-time, full-time, college-level students starting in summer or fall term (calendar year displayed)
Transfer Rate	Percentage of students from the cohort that transferred to a four-year institution within 3 years of their first term
Persistence Fall to Spring and Fall to Fall	
Fall to Spring Persistence	Rate of students enrolled in fall term that did not graduate, are not enrolled in only adult education or high school plus programs, and returned the immediate following spring term
Fall to Fall Persistence	Rate of students enrolled in fall term that did not graduate, are not enrolled in only adult education or high school plus programs, and returned the immediate following spring term

In addition to enrollment, completion, and persistence indicators, several other indicators are considered when looking at future planning for the College, including:

STUDENT COURSE SUCCESS

- Head Count: The count of individual enrolled students
- Credit Hours: Sum of enrolled credit hours
- Course Success Rate: Rate of students receiving a 'C' or better in a course

STATE BENCHMARKING

A comparison of MCC data on degree, transfer, and completion rates versus its peer institutions and the statewide average.

STUDENT, EMPLOYEE, AND COMMUNITY SATISFACTION

MCC collects, analyzes, and acts upon performance measures and feedback from several stakeholder groups. Measuring satisfaction of MCC students and employees, and the community is executed through the following survey tools.

- Community College Survey of Student Engagement (CCSSE) A formal survey tool that gathers student feedback about their experiences in the classroom, collaborating with students, working with MCC employees, and overall satisfaction with the College. CCSSE benchmarks include:
 - Active and collaborative learning
 - Student effort
 - Academic challenge
 - Student-faculty interaction
 - Support for learners

Responses from CCSSE have guided discussion and planning on strategies and tactics designed to increase student engagement, which is considered a key indicator of quality.



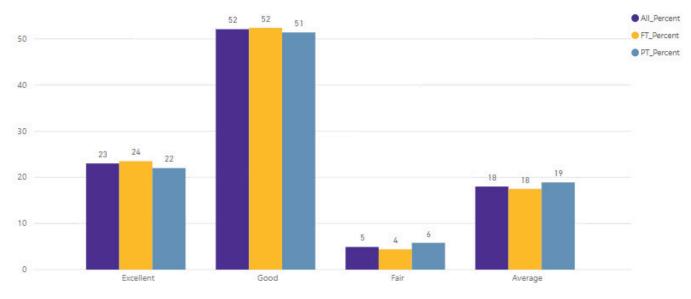


Table: Overall Academic Quality of MCC

Table: CCSSE

	2017	2017	2017 Cohort	
	MCC	Medium colleges		
	Mean	Mean	Mean	
Academic advising/planning	1.14	1.39	1.38	
Career counseling	1.02	1.21	1.21	
Job placement services	.89	0.96	0.94	
Peer or other tutoring	1.45	1.35	1.35	
Skills lab	1.27	1.38	1.38	
Child care	0.95	0.91	0.91	
Financial aid advising	1.15	1.33	1.34	
Computer lab	1.61	1.55	1.56	
Student organizations	1.10	1.17	1.17	
Transfer advising/planning	1.16	1.24	1.24	
Library resources and services	1.59	1.57	1.57	
Services for students with disabilities	1.28	1.19	1.18	

Note: MCC has participated in the CCSSE survey in alternating years since 2003; however, due to changes in 2017, trend analysis for 2017 to prior years is not possible. MCC plans to rebuild its trend comparisons through participation in future surveys in 2019 and 2021.

- Personal Assessment of the College Environment (PACE) Report A formal survey tool that gathers employee perceptions about college culture. The data is also broken down into specific employee groups. The survey is conducted every three years, and the 2017 results showed overall improvement with employee satisfaction, moving from 3.37 in 2014 to a 3.77 in 2017. Four key themes emerged, which helped drive various activities throughout the College:
 - 1. Teamwork/cooperation
 - 2. Communication
 - 3. Connection with leadership
 - 4. Recognition/respect

Continuous improvement in these areas was indicated in the employee listening sessions held in Summer-Fall 2018.

Table: PACE Survey Results

Scale = 1-5						
The extent to which	2008 mean	2011 mean	2014 mean	2017 mean	2017 comparison group	
this institution has been successful in positively motivating my performance	3.28	3.07	2.80	3.41	3.45	
positive work expectations are communicated to me	3.56	3.37	3.35	3.72	3.73	
unacceptable work behaviors are identified and communicated to me	3.43	3.41	3.39	3.67	3.68	
I receive timely feedback for my work	3.56	3.36	3.42	3.71	3.69	
I receive appropriate feedback for my work	3.55	3.43	3.49	3.76	3.73	
I feel valued and listened to at MCC	n/a	n/a	2.57	3.30	n/a	
I feel like I am an important part of the college community	n/a	n/a	3.15	3.62	n/a	

In summary, there was consensus about positive movement across the institution, with continued opportunities to enhance consistency of service delivery to students, communication, and collaboration. A focus on the extent to which employees feel that their ideas and input are heard was also identified. This feedback was one important factor in deciding the approach to gather employee input for the strategic plan.

• MCC Brand Survey – A bi-annual survey sent out to the community that asks for feedback on perception of the College related to academic programs, college services, and the physical learning environment. Responses are also broken down by stakeholder group (students, community members, alumni, employees, etc.). The survey has been deployed three times (2011, 2015, 2017), and each set of responses has showed continued improved perception of the College by respondents.

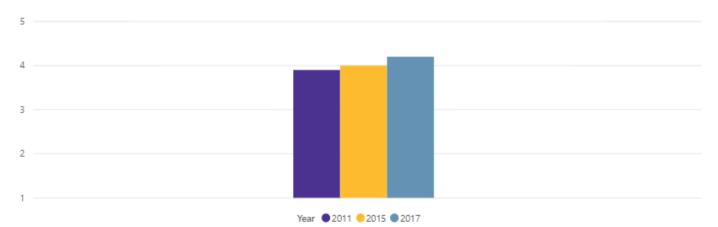
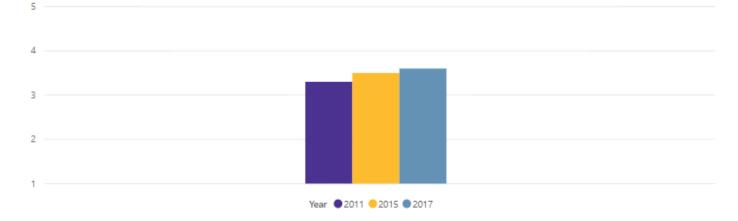


Table: Quality of Educational Experience for Students

Table: Career, Internship, and Job Placement



*Ratings are on a scale from 1-5 with 1 = "Very poor" and 5 = "Very good".



 Graduate Follow-Up Survey – A snapshot of recent graduate information about several success factors, including: percentage of employment; students pursuing further education after graduation; student satisfaction with MCC; and top employers of MCC graduates. Specifically, of the 2012-2016 survey respondents, the Top 15 Employers were identified as:

Employer	Count of Completer Surveyed
Centegra Health System	94
Jewel-Osco	32
Walmart	31
McHenry County College	29
Valley Hi Nursing Home	24
NA	22
Self Employed	17
The Fountains at Crystal Lake	15
Advocate Good Shepherd Hospital	14
Woodstock Fire Department	14
Menards	13
Superior Ambulance	12
Bickford Assisted Living	11
Walgreens	11
Wonder Lake Fire Department	11

SUPPORTING DATA – COUNTY ENVIRONMENTAL SCAN

A county-wide environmental scan was conducted by the Center for Governmental Studies, Northern Illinois University in Fall 2016. The complete study can be found in the Appendices. The purpose of the scan was to identify data that may be helpful in making informed decisions about the current and future operation of the College. The report addresses economics, demographics, educational and workforce trends. The data will continue to validate or modify strategic directions, identify emerging issues to explore further and educate MCC employees and other stakeholders about the environment within the county. Upon review of the scan's outcomes, there is clear alignment with both community and internal/employee feedback regarding opportunities for growth. Following are highlights and identified planning opportunities.

A copy of the complete Environmental Scan is located in the Appendices.

POPULATION

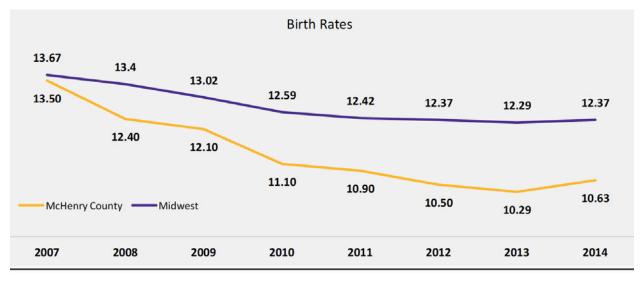
- Declining population between 2014-2015
- Lost approximately 100,000 people in county as of 2015
- Growth stagnant since 2010
- Baby boomers and older making up significant portion of population
- Birth rate is declining

Table: Population Change from 2014-2015



Source: U.S. Census Bureau, Population Estimates program.





ETHNICITY

• Significant increase in Latino and African American populations

Table: Population by Race and Ethnicity

McHenry County, Illinois	2009	2014	No. Change 2009-2014	Pct. Change 2009-2014	
Total Population	312,946	307,888	-5,058	-1.6%	
Not Hispanic or Latino:	279,737	271,265	-8,472	-3.0%	
White	265,197	255,364	-9,833	-3.7%	
Black or African American	2,874	3,563	689	24.0%	
American Indian and Alaska Native	268	158	-110	-41.0%	
Asian	8,145	7,854	-291	-3.6%	
Some other race	328	392	64	18.9%	
Two or more races	2,925	3,934	1,009	34.5%	
Hispanic or Latino:	33,209	36,623	3,414	10.3%	
White	19,198	24,792	5,594	29.1%	
Black or African American	94	254	160	170.2%	
American Indian and Alaska Native	84	326	242	288. 1 %	
Asian	177	126	-51	-28.8%	
Some other race	11,953	9,765	-2,188	-18.5%	
Two or more races	1,703	1,360	-343	-20.1%	

Source: U.S. Census Bureau, 2014 ACS 5 Year, 2009 & 2014.

*Hispanics and Latinos can be of any race.



MEDIAN HOUSEHOLD INCOME

• Income decreased from \$85,045 in 2009 to \$76,345 in 2014

Table: Median Household Income

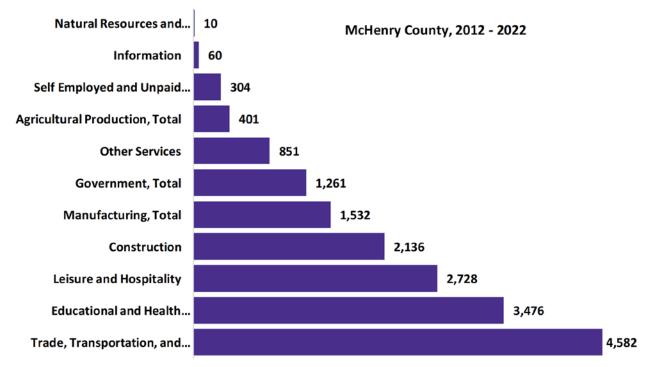


Source: U.S. Census Bureau, American Community Survey 2014.

JOB-READY SKILLS DEVELOPMENT

- Prominent Industries Identified: Manufacturing; Agriculture; Construction; Technology; Repair and Maintenance
- Employment Projections Areas of Growth: Health Services; Education; Construction; Manufacturing; Agricultural Services
- Themes:
 - Sales and Related top occupation for job openings
 - Construction & Extraction making a comeback
 - Management expected to have turnaround

Table: Industry Employment Projections



Source: Illinois Department of Employment Security, 2016.

Projected Growth of Occupations in McHenry County	2012	2022	Growth	Replacements	Total Jobs	Median Salary
Total, All Industries	109,802	132,201	22,399	25,990	48,980	\$33,184
Sales & Related	12,400	14,946	2,546	3,800	6,350	\$22,670
Office & Administrative Support	14,041	16 <i>,</i> 525	2,484	3,150	5,760	\$33,032
Food Preparation & Serving	8,259	10,542	2,283	3,050	5,330	\$19,228
Production	10,731	12,305	1,574	2,140	3,880	\$32,036
Transportation & Material Moving	7,594	9,456	1,862	1,850	3,710	\$32,407
Construction & Extraction	6,502	8,442	1,940	1,120	3,060	\$66,032
Management	<mark>8,789</mark>	9,742	953	1,700	2,950	\$89,130
Education, Training & Library	7,959	8,747	788	1,760	2,550	\$41,604
Healthcare Practitioners & Technical	4,825	5,968	1,143	1,000	2,140	\$56,676
Building & Grounds Cleaning & Maint.	4,464	5,599	1,135	930	2,070	\$23,888
Installation, Maintenance & Repair	3,910	4,821	911	900	1,810	\$46,038
Business & Financial Operations	3,499	4,536	1,037	690	1,730	\$66,359
Personal Care & Service	4,003	4,823	820	910	1,730	\$21,889
Protective Service	2,524	3,085	561	740	1,300	\$40,795
Healthcare Support	2,391	3,093	702	460	1,160	\$30,215
Computer & Mathematical	1,514	2,016	502	250	750	\$81,928
Architecture & Engineering	1,350	1,658	308	320	630	\$69,834
Arts/Design/Entertainment, Sports/Media	1,551	1,756	205	370	580	\$25,199
Farming, Fishing & Forestry	1,204	1,412	208	350	560	\$24,986
Community & Social Services	1,294	1,538	244	300	540	\$35,225
Legal Services	603	717	114	100	210	\$64,356
Life, Physical & Social Science	395	474	79	110	190	\$58,874

Table: Occupational Employment Projections

Source: Illinois Department of Employment Security, 2016.

SUPPORTING DATA – MCHENRY COUNTY LABOR REPORT (FALL 2018)

Much like the Environmental Scan that was conducted for MCC in late 2016, the McHenry County Labor Report shares information about the local workforce related to: demographics, industry, and occupations. Its identification of the community's strengths, challenges, and opportunities for economic growth aligns with Environmental Scan results, as well as matches the feedback given by community stakeholders via online survey and during the June 2018 Strategic Foresight Session. Themes from the Fall 2018 McHenry County Labor Report are below.

A copy of the complete McHenry County Labor Report is located in the Appendices.

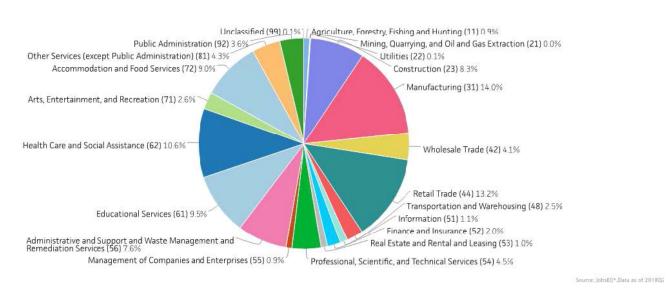
DEMOGRAPHIC PROFILE

The county's population per American Community Survey data (2012-2016) was 309,122, of whom 170,566 (71.1%) were part of the workforce. Of those ages 25 to 64, 35.2% have a bachelor's degree or higher, compared to 31.8% in the country.

Demographic Profile										
	Percent Value									
	McHenry County, Illinois	IL Economic Dev Region EDR4	Dev Region Illinois		IL Economic Dev Region EDR4	Illinois				
Demographics										
Population ²	_	-	-	309,122	8,772,503	12,802,023				
Population Annual Average Growth	0.1%	0.2%	0.1%	401	18,859	10,616				
Median Age	_	-	-	39.6	36.7	37.4				
Under 18 Years 18 to 24 Years EMERGING WORKERS	25.0%	23.8%	23.3%	76,907	2,086,153	2,990,629				
18 to 24 Years EMERGING WOLLAN	8.6%	9.5%	9.7%	26,329	828,809	1,242,771				
25 to 34 Years MILLENNIALS	10.9%	14.5%	13.9%	33,328	1,275,075	1,780,279				
35 to 44 Years	13.4%	13.5%	13.0%	41,187	1,187,694	1,672,366				
45 to 54 Years	16.7%	13.9%	13.8%	51,309	1,217,586	1,768,455				
55 to 64 Years	13.2%	12.1%	12.6%	40,686	1,063,053	1,613,087				
65 to 74 Years	7.6%	7.2%	7.8%	23,248	632,863	1,000,237				
75 Years, and Over	4.6%	5.4%	6.1%	14,089	476,563	783,860				
Race: White	92.3%	65.7%	72.1%	283,564	5,759,267	9,270,907				
Race: Black or African American	1.3%	16.9%	14.3%	4,007	1,483,731	1,837,612				
Race: American Indian and Alaska Native	0.1%	0.2%	0.2%	268	21,546	29,399				
Race: Asian	2.7%	6.6%	5.1%	8,191	580,583	655,799				
Race: Native Hawaiian and Other Pacific Islander	0.0%	0.0%	0.0%	97	2,904	4,186				
Race: Some Other Race	1.7%	8.1%	5.9%	5,177	709,876	753,559				
Race: Two or More Races	1.9%	2.4%	2.3%	5,779	209,889	300,222				
Hispanic or Latino (of any race)	12.3%	22.1%	16.6%	37,727	1,940,769	2,136,474				
Economic										
Labor Force Participation Rate and Size (civilian population 16 years and over)	71.1%	67.4%	65.6%	170,566	4,657,359	6,679,756				
Armed Forces Labor Force	0.0%	0.2%	0.2%	50	12,350	17,244				
Veterans Labor Force Participation Rate and Size, Age 18-64	84.2%	78.8%	76.7%	6,485	125,880	239,341				
Median Household Income	_	_	_	\$79,836	\$64,722	\$59,196				
Per Capita Income	_	_	_	\$34,589	\$33,629	\$31,502				
Poverty Level (of all people)	7.8%	13.5%	14.0%	23,653	1,161,242	1,753,731				
Households Receiving Food Stamps	7.0%	13.1%	13.3%	7,712	415,436	636,945				

WORKERS IN MCHENRY COUNTY BY INDUSTRY

Data identified that the largest industry sector in McHenry County is Manufacturing, followed by Retail, Health Care, and Social Assistance.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2017Q4 with preliminary estimates updated to 2018Q2.

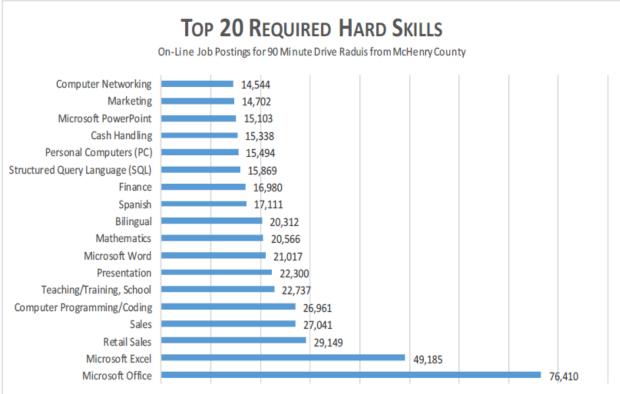


Total Workers for McHenry County, Illinois by Industry

CERTIFICATIONS AND SKILLS

Based on online job postings, the following information identifies the most in-demand certifications and skills among McHenry County employers.







OCCUPATION OUTLOOK

The table below shows the largest major occupations in the county, as well as the fastest growing occupations over the coming year. The largest occupation falls into the Office and Administrative Support category, followed by Sales-related occupations, and then Production. Those areas that will grow the fastest over the coming 1+ year include: Healthcare Support, and Personal Care and Service.

	Occupation Snapshot in McHenry County, Illinois														
	Current						5 Year History				5 Year Forecast				
		Four Qua	rters Ending 2018q2	with	20	18q2	Total Change Avg Ann % Chg in Empl			Separations Growth				owth	
soc	Title	Empl	Avg. Annual Wages ¹	LQ	Un- empl	Unempl Rate	Empl	McHenry County, Illinois	Illinois	USA	Total New Demand	Exits	Transfers	Empl	Avg. Annual Rate
11-	Management	6,667	\$108,400	1.03	137	1.4%	212	0.6%	0.7%	1.4%	500	173	335	-8	-0.1%
13-	Business and Financial Operations	3,983	\$65,600	0.72	175	2.4%	217	1.1%	0.9%	1.5%	353	118	234	0	0.0%
15-	Computer and Mathe- matical	1,771	\$76,600	0.56	77	2.1%	4	0.0%	1.5%	2.3%	119	30	85	3	0.2%
17-	Architecture and Engi- neering	1,681	\$72,300	0.93	36	1.5%	81	1.0%	0.1%	1.0%	112	42	76	-6	-0.3%
19-	Life, Physical, and So- cial Science	420	\$63,000	0.48	18	2.3%	20	1.0%	-0.1%	1.1%	36	11	25	0	0.0%
21-	Community and Social Service	1,101	\$44,400	0.64	36	2.0%	46	0.9%	0.4%	1.8%	122	44	74	3	0.3%
23-	Legal	598	\$103,600	0.69	16	1.7%	-6	-0.2%	-0.3%	0.2%	34	14	20	1	0.1%
25-	Education, Training, and Library	7,428	\$50,100	1.23	276	2.8%	-34	-0.1%	0.0%	0.9%	603	317	305	-19	-0.3%
27-	Arts, Design, Entertain- ment, Sports, and Media	1,688	\$45,000	0.87	44	1.7%	25	0.3%	0.4%	1.1%	152	70	89	-7	-0.4%
29-	Healthcare Practition- ers and Technical	5,163	\$72,100	0.85	85	1.1%	422	1.7%	0.9%	1.7%	298	138	135	24	0.5%
31-	Healthcare Support	2,425	\$29,200	0.80	109	2.7%	164	1.4%	1.1%	2.0%	313	143	140	31	1.3%
33-	Protective Service	2,163	\$55,400	0.94	93	2.7%	-53	-0.5%	1.0%	1.0%	204	101	109	-7	-0.3%
35-	Food Preparation and Serving Related	10,127	\$22,000	1.10	791	5.5%	1,448	3.1%	2.2%	2.6%	1,712	766	952	-6	-0.1%
37-	Building and Grounds Cleaning and Mainte- nance	3,780	\$28,800	1.00	239	4.4%	186	1.0%	0.7%	1.2%	461	214	246	1	0.0%
39-	Personal Care and Service	3,811	\$24,900	0.91	187	3.2%	222	1.2%	0.9%	1.9%	592	286	282	25	0.6%
41-	Sales and Related	12,033	\$35,200	1.10	660	3.8%	21	0.0%	0.4%	1.1%	1,541	693	905	-57	-0.5%
43-	Office and Administra- tive Support	14,049	\$34,500	0.88	753	3.2%	290	0.4%	0.7%	1.6%	1,412	709	823	-120	-0.9%
45-	Farming, Fishing, and Forestry	478	\$27,000	0.67	38	7.7%	63	2.9%	2.1%	1.0%	66	17	52	-3	-0.7%
47-	Construction and Ex- traction	6,338	\$62,700	1.29	390	5.2%	685	2.3%	1.6%	2.6%	649	220	412	17	0.3%
49-	Installation, Mainte- nance, and Repair	4,395	\$47,000	1.07	157	2.5%	275	1.3%	0.8%	1.5%	410	151	261	-1	0.0%
51-	Production	10,142	\$34,200	1.56	550	4.0%	-30	-0.1%	0.3%	1.1%	916	388	681	-153	-1.5%
53-	Transportation and Material Moving	7,265	\$31,500	0.97	564	4.7%	454	1.3%	2.1%	2.6%	857	356	525	-24	-0.3%
	Total - All Occupations	107,507	\$45,000	1.00	n/a	n/a	4,715	0.9%	0.9%	1.6%	11,480	5,004	6,764	-288	-0.3%



2019-2024 STRATEGIC PLAN

EXECUTIVE SUMMARY

The ever-changing education environment requires and inspires McHenry County College to remain nimble, responsive, proactive, and transformative in its delivery of programs and services. Our mission of student success remains central to all activities and efforts, the end goal that resonates through every single planning effort.

While we remain dedicated to baccalaureate transfer education, there continues to be vast opportunity to grow and retain the number of students we serve through more intentional strategies for student groups such as: adult learners; students of diversity; veterans; and workforce and job skills-ready students. Further, each individual served must receive a consistent message and experience when interacting with MCC representatives.

With a desire to grow more specialized learning for a diverse workforce, while still maintaining the value of lifelong learning options, a commitment to our strategic plan will help ensure that future MCC students are successful in accessing a higher education, and that MCC's programs, services, and delivery methods will continue to be relevant and pivotal to our students' success.

McHenry County College faculty, staff, and administration are committed to achieving the following adopted Vision, Values, and Institutional Goals during 2019-2024. These core elements reflect the central focus of our institution and its people, specifically:

- Accessible, high-impact services, interventions, and facilities
- Generating and sustaining financial resources
- Agile, secure, and cost-effective infrastructure and technology solutions
- Diverse and dynamic faculty, staff, and administrators
- Strong collaborations with the community and local industry
- Careful, professional expertise of faculty
- Sharing the College's key value propositions
- Welcoming and valuing diversity

Our continued focus on student success has already called each member of the MCC community to help improve students' lives and the community we serve. Now, it is time to extend these efforts more deeply so that success is found by each individual being served by MCC.

MISSION (existing)

Our Focus is Learning. Student Success is Our Goal.

VISION

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.

VALUES

INSPIRATION – We strive to be transformative in our interactions with our community and each other, always working to bring out the best in ourselves and others.

CONNECTEDNESS – We strive to achieve a welcoming, inclusive environment for everyone interacting with the College.

DIVERSITY – We strive to be thoughtful, appreciative, and continuously open in learning to respect and celebrate diverse ideas, cultures, ethnicities, and life contexts.

THOUGHTFULNESS – We strive to encourage the development of critical thinking for every person who engages with the College.

COMMUNITY-FOCUSED – We strive to place our services at the epicenter of our community's economic resilience and vitality.

EXCELLENCE – We strive to produce distinctive brilliance in all of our activities and inspire excellence in others.

PASSION – We strive to bring vitality and joy to our efforts.

STEWARDSHIP – We commit to the honest, trustful dealing with all resources given to us including people, gifts, the environment, and revenue.





INSTITUTIONAL GOALS

McHenry County College's primary institutional goals will guide the development of strategies and tactics, and the allocation of resources over the next five years. These institutional goals support MCC's ongoing commitment to research-based continuous improvement and the institutional mission of student success.

1	

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

- Develop and execute transparent strategies for generating and sustaining financial resources necessary to drive College innovations and operations.
- 3 Deliver agile, secure, cost-effective, and sustainable infrastructure and technology solutions to drive institutional innovation and empower a positive learning and work environment.
- 4 Attract

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

- 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.
- 6

8

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.

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

Strategies, Tactics, and Metrics

Upon the approval of these goals by the Board of Trustees, a supporting list of Strategies and Tactics will be finalized, along with correlating Key Performance Indicators within 60 days. Once those components have been finalized, they will be added to the plan's documentation.

College administration will also develop a plan to regularly report updates on each area via Board meetings.

APPENDICES

- A. Strategic Plan 2013-2018
- B. Strategic Foresight Report (Future iQ)
- C. Verbatim Feedback Report (all employees)
- D. McHenry County College Environmental Scan
- E. McHenry County Labor Report (Fall 2018)
- F. Community College Survey of Student Engagement (CCSSE)
- G. Personal Assessment of the College Environment (PACE) Report (2017)

Links to all appendices are at www.mchenry.edu/strategicplan.



8900 U.S. Highway 14 Crystal Lake, Illinois 60012-2761 (815) 455-3700 www.mchenry.edu