

MORTON COLLEGE **2022** ***MOVING FORWARD***

2018-2022 Strategic Plan

Final Draft

(Approved and Adopted by Board January 22, 2018)





MISSION

To enhance the quality of life of our diverse community through exemplary teaching and learning opportunities, community service, and life-long learning.

- Maximize the college's resources to support student learning
- Conduct ongoing assessment of student learning to discover new ways to help students succeed
- Develop responsive curricula and programs to serve community needs
- Encourage community families to embrace the educational opportunities Morton College provides
- Ensure the enrichment of its educational programs and student support services by making a commitment to ongoing self-study and assessment

VISION-GOAL STATEMENT

By 2022 Morton College will increase fall-to-fall full-time student persistence rates to 80%.

CORE VALUES

Compassion • Fairness • Respect • Responsibility • Tolerance



MORTON COLLEGE
Imagine the possibilities.

3801 S. Central Avenue Cicero, Illinois 60804

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morton.edu

Total Enrollment

6,681 credit*

272 non-credit**

Annual Enrollment by Primary Program

	Count	%
Transfer Programs	1,964	29.4
Associate in Applied Science/ALS	2,007	30.0
Certificates	572	8.6
Course Enrollees (Non-Degree)	971	14.5
Adult Education/ESL	1,162	17.4
Total	6,676	100%

*Credit student counts include Adult Education enrollments.

**Non-credit students designated by community service and personal enrichment enrollments.

Student Demographic Profile

55.6% Females

44.4% Males

88.7% Hispanics

92% District 527 residents

Average age - 25.7 years

College Profile

591 Degrees and certificates awarded in 2017

Programs currently offered:

39 Career Certificates

17 Associate in Applied Science Degrees

5 Transfer Program Degrees

College Employee Profile

460 employees

40.0% full-time

60.0% part-time

5.2% (24) administrators

55.9% (257) faculty

38.9% (179) classified staff

33.2% of the full-time employees are Hispanic



2016-17 ACADEMIC PROFILE



STRATEGIC PLANNING PROCESS

Strategic planning at Morton College is an integrated, systemic process involving all College stakeholders. In an effort to keep the Strategic Plan active, effective, and relevant, the College Council—comprised of faculty, staff, and administrators—will also periodically revise, update, and consolidate major goal areas of the plan in response to internal and external environmental factors impacting the strategic direction of the College. The College Council has primary oversight of the planning process.

The Board of Trustees, representing the community served by the College, holds an annual retreat with the president of the College to discuss major goals and priorities.

The ongoing strategic planning process is facilitated internally by the College Council. Operational and academic departments respectively develop Support Unit Assessment Plans (SUAP) and Academic Unit Assessment Plans based on the college-wide strategic plan and that link planning and assessment.

The operational planning process is completed in advance of the budget development cycle in the spring of each year and any new initiatives identified in the planning process requiring funding are considered during the budget development process.

MILESTONES SINCE THE 2012-17 STRATEGIC PLAN AND SUBSEQUENT UPDATES

- Pursued state funding and received \$4.5 million for the new academic building, which opened for students for Fall 2016 semester
- College Study Skills (CSS) increased to 4 classes and overall enrollment increased; made mandatory for ENG 088 and ENG 086
- Development of a new Student Success Center located on second level above library currently underway
- Implemented case-load advisor model (First Year, Transfer, and Healthcare/Career) and increased the number of advisors
- Dual credit courses in Morton East/Morton West have expanded to include liberal arts subjects
- MC awarded \$354,643 in Perkins Grant funds for FY18
- MC awarded an Adult Volunteer Literacy Grant in the amount of \$30,000 to be used for the Project Care Literacy Program FY18
- MC Nursing Department received a Special Populations support grant from ICCB in the amount of \$10,000. This grant will assist MC's Nursing program in implementing academic coaching in nursing to improve retention and student success
- MC awarded STEM grant in partnership with National Louis University of \$748,681
- MC awarded \$620,000 for grant in collaboration with School Districts 99 and 100 to offer quality preschool
- The Higher Learning Commission conducted a comprehensive Reaffirmation of Accreditation evaluation visit in October 2016; HLC continued the College's accreditation with the next Reaffirmation visit in 2026-27
- The Accreditation Commission for Education in Nursing (ACEN) granted continuing accreditation to the College's associate nursing program with the next evaluation visit scheduled for Spring 2025

SUMMARY OF MAJOR STRATEGIC PLAN OBJECTIVES

- The Nursing Department is developing a partnership with MacNeal to admit a cohort of CNA's who currently work there that want to become nurses. This will increase the College's enrollment in the nursing program and allow admission to the program twice a year. The first MacNeal cohort is expected to begin in Fall 2018.
- A campus committee, comprised of faculty and staff, has been formed to develop plans for a new Health Sciences building on campus to house Nursing, Physical Therapy Assistant, and Therapeutic Massage programs as well as new health sciences programs under consideration.
- Morton College is working with Chicago State University and four other community colleges, four science institutions, and selected P-12 high schools to apply for a STEM Teacher Preparation grant this August.
- The library will host a Fall Computer Class for the Senior Citizens.
- Capital improvement projects, including:
 - Building E – updates and renovations to fitness area and locker rooms
 - Theater – upgrades to theater entrance area and other areas in need of modernizing
 - Admissions and Advising – expansion to create one-stop center that will also house financial aid offices
 - Development of Rocket Property
 - Welding lab for new Welding program
 - Expanded teaching and learning technology in classrooms
 - Repairs and remodeling of bathrooms
 - Updates to stairwells
 - Replace Commons floor
 - Additional greenspace and grounds improvements
- Development of new academic programs, including an Apple Coding Certificate program and One-to-One teaching and learning modalities.
- Updates and implementation of reorganization plan to achieve optimal staffing levels and cost savings
- Creation of a Development Office
- Strategic plan to achieve cost-savings, efficiencies, and customer-service improvements in the college bookstore and other auxiliary services.
- Mobile Technology initiative in support of teaching and learning in the Nursing program



STRATEGIC GOAL #1

Make Student SUCCESS the Core Work of Morton College

Develop multiple pathways for entry to reduce barriers to enrollment, ensure seamless student transitions (from high school to college, from non-credit to credit, from college to transfer, from college to career, from career to college), and improve student academic achievement and goal attainment. Create a learning and working environment that is sustainable, welcoming, safe, and dynamic irrespective of location (physical or virtual) and that leads to improved student success and community engagement.

2018-2022 Objectives:

1. Develop a comprehensive "first-year experience" for students
2. Create an innovative learning commons and Student Success Center with tutoring services and collaborative study rooms
3. Increase Fall-to-Fall retention and graduation rates by 3% over academic year 16-17 and increase the graduation rate to 28% by AY 2021
4. Increase the number of students participating in New Student orientation by 5% over academic year 15-16
5. Fully implement and refine the academic advising caseload model
6. Develop protocols and guidelines for provision of services provided by the new social/emotional counselor position

Outcomes:

1. Create and implement a comprehensive "first-year experience" for students (incorporated as part of Strategic Enrollment Management Plan) by AY 2019
2. Completion of new Student Success center by start of Spring 2018 semester
3. Develop and implement a Strategic Enrollment Management Plan/Retention Plan by Spring 2018 and have a documented completion percentage (graduation/certification) of at least 30% by AY 2021
4. Have a documented participation rate in New Student Orientation with documented participation rate of at least 70% by AY 2020
5. Revised academic advising caseload model currently in process, full implementation scheduled for end of AY 2018
6. Hire an additional social/emotional counselor to be operating out of new Student Success Center by AY 2019

2018-2022 Student Success Objectives (Cont'd):

7. Improve success of students requiring remedial coursework; reduce number of students requiring remedial courses
8. Improve success rates of completers and transfer students through better communication and use of data
9. Continue to improve academic advising to increase awareness of paths to completion for students
10. Increase and improve tutoring services available to students
11. Create better opportunities for success to our adult and working students

2018-2022 Student Success Outcomes (Cont'd):

7. Create summer bridge programs to reduce number of students in remedial courses by AY 2020; increase the number of preparation courses for placement tests by AY 2019
8. Implement national benchmarking for improving and measuring completion rates; participate in AACC Pathways Project by AY 2019
9. Hire 2-3 additional academic advisors by AY 2021, including some who specialize in transfer process and communicating articulation agreements
10. Hire full-time credentialed tutors for the tutoring program, and implement a peer tutoring program for new student success by AY 2019
11. Create additional opportunities for late afternoon, evening, and weekend courses for those whose workload (outside the College) restricts regular M-F, 8am-5pm class participation



STRATEGIC GOAL #2

Strengthen Efficiencies in OPERATIONS

Adopt creative funding models and organizational practices that increase our ability to sustain and meet current and future institutional priorities. Develop a culture with systems and processes that nurture creativity and innovation, lead to continuous improvement, and reward high performance to meet the College's access and success goals.

2018-2022 Objectives:

1. Make better use of data to inform decision-making and planning
2. Increase efficiencies in administrative and student processes through enhanced technology (i.e., *Navigate*)
3. Streamline marketing, public relations, and communications
4. Reduce costs of textbooks and educational resources
5. Improve communication between board, administration, and faculty for improved transparency

Outcomes:

1. Demonstrate and document better use of data to inform decision-making and planning through data collection and metrics
2. All enrollment processes migrated to fully electronic format by AY 2020; implement existing Blackboard systems for electronic transcript requests by AY 2019; implement fully automated ICCB reporting processes by AY 2020
3. Creation and implementation of Comprehensive Marketing Strategy and Communications Plan, Brand Identity Manual, and Campaign Strategies by end of AY 2018
4. Create more opportunities for students to access textbooks through e-book options
5. Create and maintain regular communiqué (i.e., MC Update) from President's office to all staff and faculty for updates on initiatives, weekly events, faculty spotlights, etc.

2018-2022 Objectives (Cont'd):

6. Increase evidence-based planning to support institutional effectiveness and close the loop between assessment and resource allocation
7. Increase impact of sustainable practices to enhance cost-savings

Outcomes (Cont'd):

6. Improve communications between Development, Financial Aid, and Student Advisors through implementation of well-managed and shared database systems
7. Document consistent balanced budget in three consecutive fiscal years through operational cost analysis and effective cost savings adjustments



STRATEGIC GOAL #3

Develop New ACADEMIC Programs and Revitalize Existing Programs

Create an environment to support faculty innovation to develop distinctive curricular offerings delivered in flexible and stackable formats that meet current and future societal and workforce needs and that lead to successful student academic achievement and goal attainment. Build and maintain curricular relevance, innovation in delivery, and supportive faculty development systems in order to offer quality education and relevant programs necessary for workforce placement upon graduation.

2018-2022 Objectives:

1. Create new programs in Welding Technology, Emergency Medical Technician, Medical Assistant, Culinary Arts and Hospitality, Apple Coding, and Photography
2. Increase the number of online course offerings
3. Obtain National Association of Schools of Music (NASM) accreditation for music programs
4. Create additional foreign language courses and programs
5. Increase full-time faculty members

Outcomes:

1. Welding Technology program launched by AY2019; Emergency Medical Technician launched by AY2020; Medical Assistant program launched by AY2020; Culinary Arts and Hospitality program launched by AY 2019; Apple Coding program launched by Spring 2018
2. 20% of course offerings will available in online or hybrid options by AY2020
3. National Association of Schools of Music (NASM) accreditation by AY2021
4. Research most feasible and in-demand language courses/programs that should be offered; begin course development and prospectuses by AY 2019
5. Add 3-5 new full-time members to faculty every year beginning AY2018



STRATEGIC GOAL #4

Promote Economic and Community Vitality through Dynamic PARTNERSHIPS

Promote literacy and civic responsibility by creating relationships and non-academic programs that meet the needs of our community, increase understanding of diversity and tolerance, and foster a welcoming campus climate that promotes and celebrates the vibrancy and culture of our surrounding population.

2018-2022 Objectives:

1. Create and expand seamless education experiences between K-12 and the College
2. Cultivate and Develop a partnership with “One Million Degrees: The Community College Project”
3. Expand workforce development partnerships
4. Reach out to seniors within the community to engage them in lifelong learning opportunities
5. Improve relationships with government leaders at local, state, and federal levels
6. Create official academic partnership with Apple, Inc

Outcomes:

1. Create and improve transition between K-12 and MC by increasing presence in Morton East and Morton West high schools, document and implement as part of Strategic Enrollment Management Plan
2. Partnership with “One Million Degrees: The Community College Project” in place by AY2021
3. Have MOU in place for 3 new workforce development partnerships in place by AY2020
4. Continue to develop and offer outreach programs like the Fall computer class for senior citizens
5. Establish documented process to better communicate the needs of MC specifically and higher ed institutions in general to government representatives
6. Cultivate relationship with Apple to expand beyond Apple Coding program to include official participation in academic partnership program



STRATEGIC GOAL #5

Maximize the Teaching and Learning Experience through Innovative and Leading Edge FACILITIES

Promote optimal learning environments by improving and updating existing facilities, reimagining existing space for more effective use, and creating new, technologically-advanced and cutting edge facilities.

2018-2022 Objectives:

1. Determine feasibility and develop plans for a new Health Sciences building on campus
2. Determine feasibility and develop plans for a new Career and Technology facilities on campus
3. Identify and make available additional space for student clubs to meet
4. Update current facilities with current technologies
5. Repair outdated facilities, bathrooms in existing buildings

Outcomes:

1. A campus committee, comprised of faculty and staff, has been formed to develop plans for a health sciences building on campus
2. Form a campus committee comprised of faculty and staff to develop plans for a health sciences building on campus
3. By AY2019, identify and repurpose three existing spaces for student clubs to meet
4. Remodel labs, add smartboards, digital projectors, and/or large screen monitors in classrooms
5. Enhance facilities maintenance request and completion tracking system by AY2022



STRATEGIC GOAL #6

Increase Giving and Financial Strength through Improved DEVELOPMENT Operations

Improve intentionality and strategic approach to sustainable development systems and processes to ensure a strong economic future for Morton College through improved giving, allowing the institution to better serve its students and fund its initiatives.

2018-2022 Objectives:

1. Foster entrepreneurial environment to generate new revenue streams through expanded community education offerings and corporate training
2. Increase financial assistance to underserved student population
3. Improve donor relationships through implementation of Donor Communications Plan
4. Apply for at least three federal, state, or private grants per academic year

Outcomes:

1. Develop new partnerships with local businesses that will yield consistent corporate donors and potential job opportunities for graduates
2. Increase development funds and number of sponsored scholarships available by AY2020 and support for a student emergency fund
3. Create and implement Donor Communications Plan by AY2020
4. Perkins Grant (Awarded AY2018), Adult Volunteer Literacy Grant (awarded AY2018), Special Populations support grant from ICCB (awarded AY2018);

ADDITIONAL CONSIDERATIONS FOR STRATEGIC PLAN UPDATES

To obtain a better picture of the status of the College, MC should periodically engage in a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to better analyze certain internal and external factors that frame the planning environment and to identify key issues that should be considered in developing and updating the Strategic Plan.

The College, like most community colleges, faces strong headwinds from many different sources, including economic, public funding, demographics, accreditation/compliance, and student engagement. A few of these are summarized below with related implications that should be considered as Morton College continues to develop its operational plans.

Threats

Morton College Solution

Measurable Outcomes

<ul style="list-style-type: none">The number of people in the traditional (age 18-24) student demographic is declining by 4-6% over the next decade	<ul style="list-style-type: none">Enhance strategies to improve high school yield rates (market share) and target underserved populations	<ul style="list-style-type: none">Document all new course and program offerings with AY that demonstrate an intentional response to workforce demands
<ul style="list-style-type: none">Students age 24 and older are often already in the workforce and continue to seek education that they can balance with their other life commitments	<ul style="list-style-type: none">Enhance opportunities for access by working adults (scheduling, locations, services, online options)	<ul style="list-style-type: none">Document opportunities created to make education to adults aged 24+ more accessible
<ul style="list-style-type: none">Students' capacity to pay (especially double tuition for non-sponsors)	<ul style="list-style-type: none">Increase financial aid participationIncrease scholarship sources and opportunities	<ul style="list-style-type: none">Document improvement in financial aid participationProvide new scholarships sources and participation by active students
<ul style="list-style-type: none">Continued poor perception of community colleges as a viable option toward a 4-year degree	<ul style="list-style-type: none">Increase public recognition of community college value, especially for addressing workforce shortages	<ul style="list-style-type: none">Document all communication pieces targeted to prospectives with MC response to workforce shortages
<ul style="list-style-type: none">MC losing students to enrollment and transfers to other local community college options	<ul style="list-style-type: none">Increase the current number of articulation agreements with area 4-year colleges	<ul style="list-style-type: none">List new articulation agreements through SP period and document a more streamlined and practical pathway for students to ensure a smooth transition into 4-year degree program

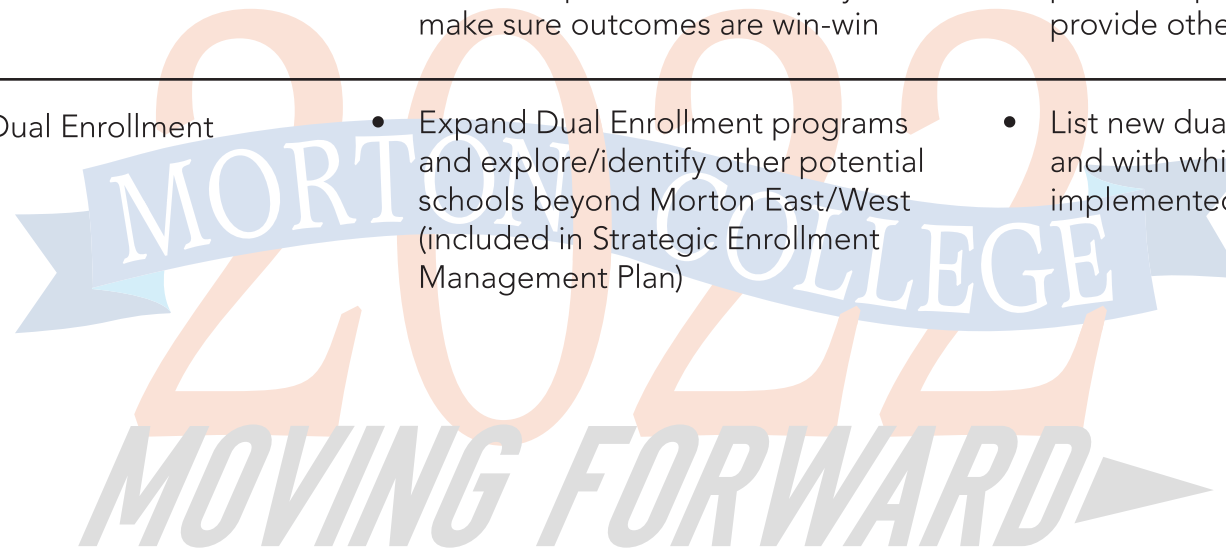
	<ul style="list-style-type: none"> Pursue collaborative programs to stem competition, or more aggressively show our MC competitive differentiators 	<ul style="list-style-type: none"> STEM Teacher Preparation grant AY18; STEAMers Summer Camp program;
<ul style="list-style-type: none"> Accreditor/governmental requirements: assessment, accountability for outcomes (employment and graduation) 	<ul style="list-style-type: none"> Strengthen focus on data-driven decision making in all areas 	<ul style="list-style-type: none"> Document improvements in data collection (both internal and external) and how it has been used to drive specific decisions
<ul style="list-style-type: none"> Rapid technology change and incremental funding to support Little time to research new technologies, including more emphasis and investment in mobile technologies and support structures 	<ul style="list-style-type: none"> Stay abreast of educational delivery changes due to technology, new instructional models, students' learning needs and preferences especially through distance education. In addition, find ways to leverage technology to enhance efficiency in service delivery and administrative processes 	<ul style="list-style-type: none"> Transitioned to <i>PeopleAdmin</i> for online posting of new job openings and for accepting and approving of applications; Provide documentation of other technological improvements in both internal and delivery systems
<ul style="list-style-type: none"> Flat public funding 	<ul style="list-style-type: none"> Continue to educate our region's elected representatives on the issues of public funding, financial aid, and pressures on wages, so that they understand the impacts on the College 	<ul style="list-style-type: none"> Document and provide interactions, meetings, conferences, etc in which College's interests were communicated to state and local reps and lobbyists

Opportunities

Morton College Solution

Measurable Outcomes

- | | | |
|--|---|---|
| <ul style="list-style-type: none">Increasing public recognition of community college value, especially for addressing workforce shortages. | <ul style="list-style-type: none">Ensure marketing campaigns and communications consistently promote the quality and value of a Morton College education | <ul style="list-style-type: none">Morton College will realize an increased year-to-year enrollment, document over 5-year period SP period |
| <ul style="list-style-type: none">Local employers demanding trained workforce | <ul style="list-style-type: none">Position Morton College as the "go to" place for well-designed, customized workforce skills delivery | <ul style="list-style-type: none">Document development of new course and program offerings that coincide with workforce demands |
| <ul style="list-style-type: none">Partnerships with existing local businesses | <ul style="list-style-type: none">Pursue and manage current relationships with intentionality to make sure outcomes are win-win | <ul style="list-style-type: none">New Nursing Department partnership with MacNeal (AY18); provide other new partnerships |
| <ul style="list-style-type: none">Expansion of Dual Enrollment | <ul style="list-style-type: none">Expand Dual Enrollment programs and explore/identify other potential schools beyond Morton East/West (included in Strategic Enrollment Management Plan) | <ul style="list-style-type: none">List new dual enrollment offerings and with which schools with AY implemented |



In order to meet the challenges of these threats and take advantage of the opportunities, Morton College must leverage its strengths and address its weaknesses, some of which include:


Strengths

- New and updated facilities
- Tuition among lowest for community college options in Cook and surrounding counties
- Dual Enrollment/Credit partnerships with Morton East and Morton West high schools
- Partnerships with Chicago Area Consolidation Hub & UPS
- Growing program offerings for regional workforce demand
- Dedicated, well-qualified teaching faculty
- Strong Institutional Research staff committed to data-driven decision-making and continuous improvement
- Improvements in technology infrastructure

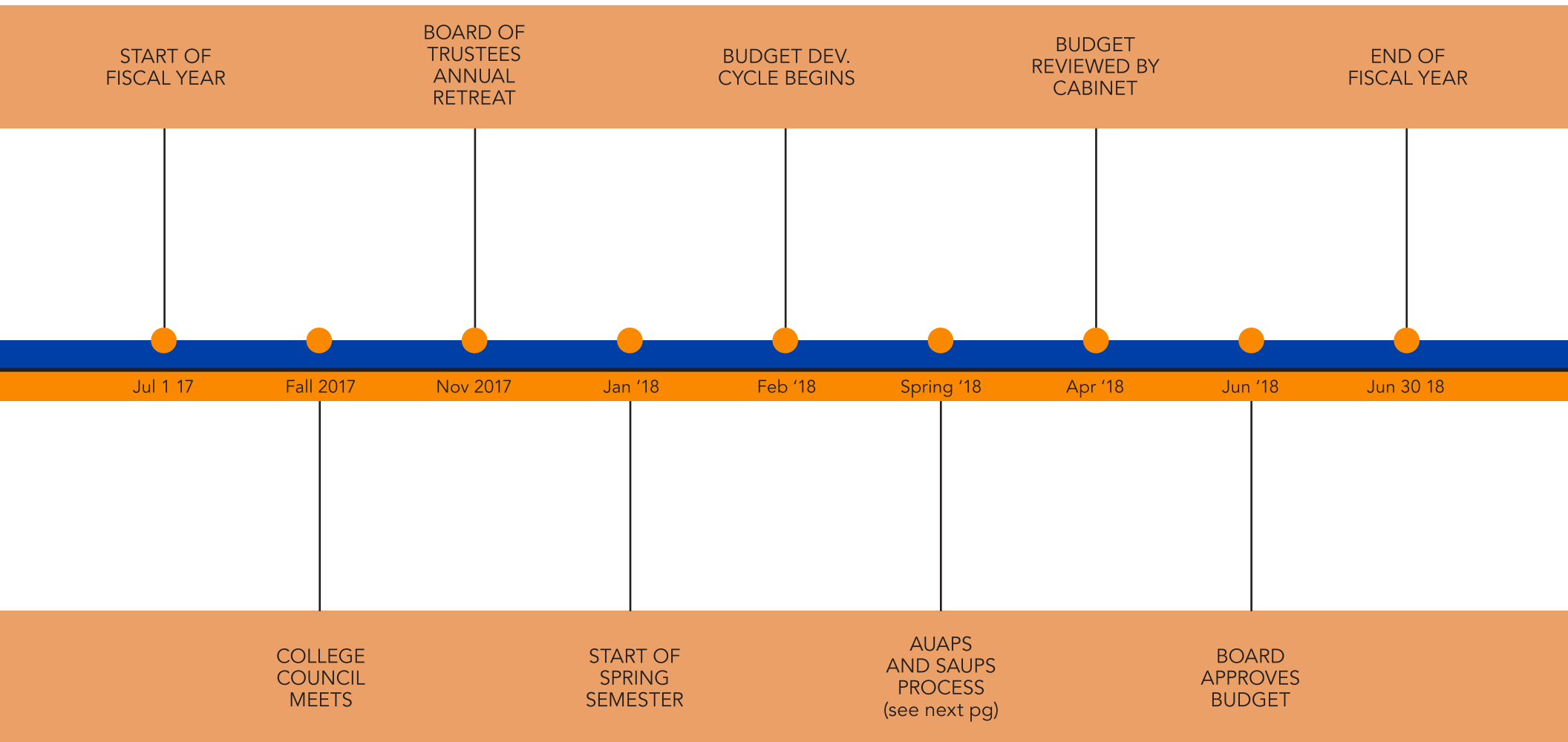
Weaknesses

- Discontinuation in Achieving the Dream Initiative
- Most students enter college without career or academic goals or plans
- Timely implementation of ideas, bringing good concepts to scale
- Staff turnover negatively impacts the College's ability to successfully implement new initiatives
- Institutional planning, outcomes measurement, and accountability (per HLC standards)
- Infrastructure (technology, support systems, personnel), not yet fully in place for robust expansion of online learning
- Not yet fully leveraging capabilities of current technology
- Not fully leveraging use of data in decision-making at all levels

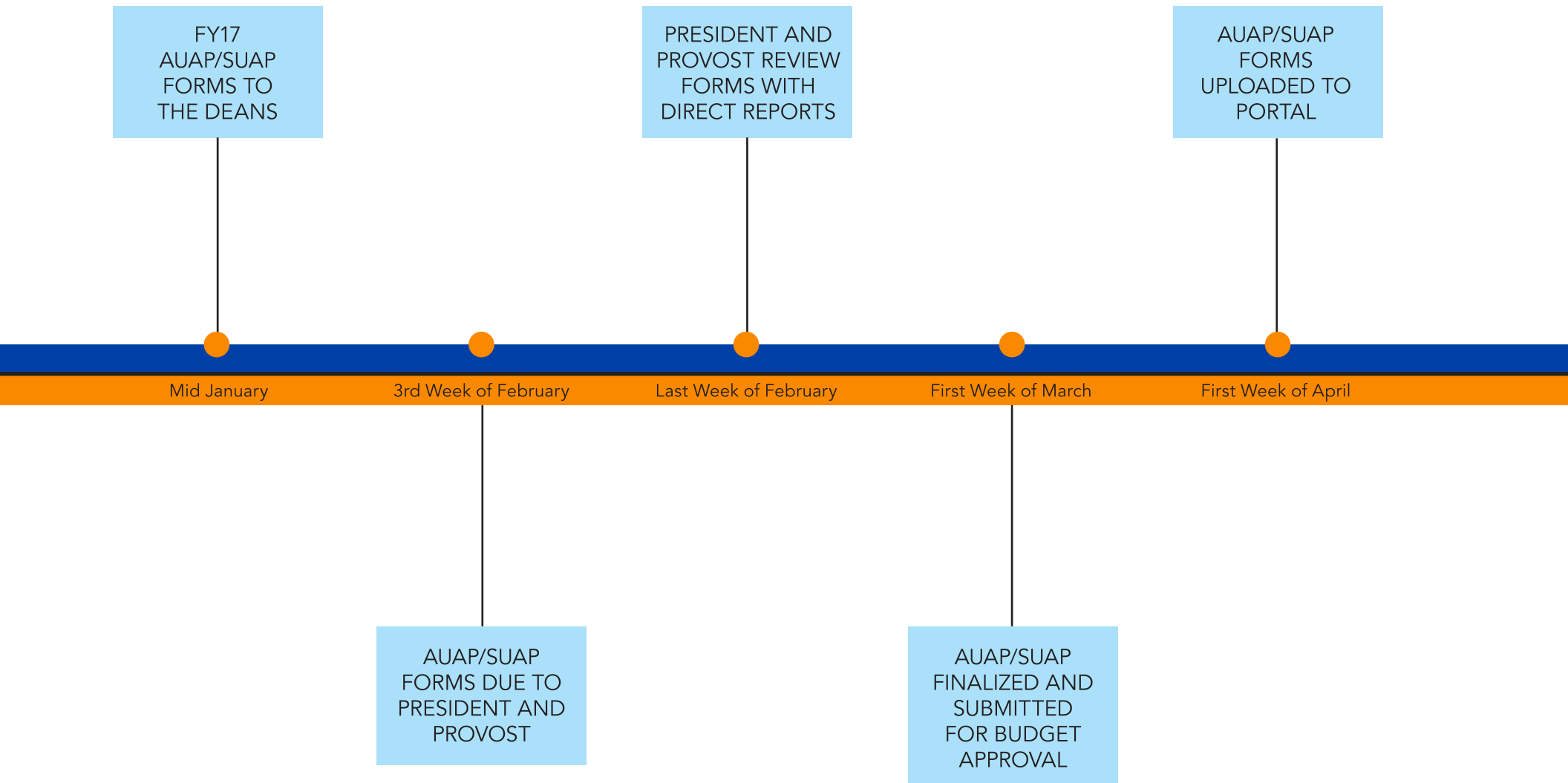
Per the 2012-2017 Strategic Plan and subsequent updates, it was recommended that Morton College evolve toward a more formal, sequenced, integrated planning process. While some systematic processes have been implemented, in order to document the process for compliance purposes, the College's planning process should involve, in rough sequence, the following steps:

- Reviewing and updating the College's Mission and Vision
 - Incorporating important external factors and trends into the College's planning process
 - Obtaining input into the planning process from the key external constituencies it serves (high schools, four-year colleges, employers, community, etc.)
 - Incorporating recommendations from HLC self-studies and subsequent actions into the Strategic Plan
 - Improving the linkage and alignment of all components of the Strategic Plan with specific plans toward how they help achieve Morton College's Mission, Goals, and Core Values
 - Communicating with College constituencies about the Mission and Goals, Student Success, the theme of Student Completion, environmental threats and opportunities, and the Strategic Plan
 - Conducting facilitated meetings with faculty, staff, and administrators to obtain their perspectives on key strategic issues
 - Integrating widespread efforts on significant strategic initiatives already underway into the Strategic Plan (Completion Plan, Strategic Enrollment Management Plan, Strategic Plans for Initiatives, etc.)
 - Defining the strategic outcomes, including processes and measurables that will be used to monitor progress
 - Incorporating the implementation of specific Strategic Plan initiatives into the budgeting process
 - Obtaining feedback on the draft from faculty and stakeholders
 - Completing the Strategic Plan draft
 - Obtaining approval of the Strategic Plan by the Board of Trustees
 - Completing the annual goals, plans, and budgets within the framework of the Strategic Plan
 - Updating the Strategic Plan quarterly with progress made toward outcomes
 - Reviewing the updates and status of the Strategic Plan annually by the Board of Trustees
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ANNUAL PLANNING TIMELINE



AUAP AND SUAP TIMELINE







MORTON COLLEGE

Imagine the possibilities.

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