MORTON COLLEGE

2024

100 YEARS & COUNTING!

2022-2024 Strategic Plan

BOT Approved November 2021

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 2024 Morton College will increase fall-to-fall full-time student persistence rates to 85%.

CORE VALUES

Compassion • Fairness • Respect • Responsibility • Tolerance

MORTON MC COLLEGE

3801 S. Central Avenue Cicero, Illinois 60804   (708) 656-8000   morton.edu

Total Enrollment

5,393 credit*
678 non-credit**

Annual Enrollment by Primary Program

	Count	%
Transfer Programs	1,728	32
Associate in Applied Science/ALS	1,767	33
Certificates	367	7
Course Enrollees (Non-Degree)	670	12
Adult Education/ESL	861	16
Total	5,393	100%

*Credit student counts include Adult Education enrollments.

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

Student Demographic Profile

62% Females

38% Males

84% Hispanics

87% District 527 residents

Average age - 25 years

College Profile

616 Degrees and certificates awarded in 2020

Programs currently offered:
   38 Career Certificates
   17 Associate in Applied Science Degrees
   4 Transfer Program Degrees

College Employee Profile

404 employees

   53% full-time
   47% part-time
   7% (30) administrators
   50% (200) faculty
   43% (174) classified staff
   35% of the full-time employees are Hispanic

2020–21 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 2018-2022 STRATEGIC PLAN AND SUBSEQUENT UPDATES

- Awarded 2.3 million dollar U.S. Department of Education Title III grant to support STEM

- Awarded a 1.2 million dollar U.S. Department of Education FIPSE grant to enhance quality and effectiveness of online courses

- Developed architectural plans for a One-Stop Student Services Center

- Transitioned academic advisors to Student Success Coach model

- Major renovations to Building E, including new fitness center facilities

- Launched a welding program with new, state-of the art labs

- Major campus-wide renovations including upgrades to theater, stairwells,bathrooms and expansion of nursing labs

- National League for Nursing awarded nursing program a Center of Excellence in Nursing Education

- Initiated Latino Thought Makers – a scholar-in-residence speaker series featuring prominent internationally-acclaimed thought-leaders

- Hired 40 new full-time faculty

- Implemented a comprehensive rebranding and marketing campaign

- Established a partnership with the West40 to offer their Seniors Plus program on campus

- Opened a new STEM Resource Center

- Created a Development Office

- Started a Commercial Driver License program with All Pro Truck Driving School

- Completion of a One-Stop Student Services Center

- Development of a Culinary Arts program with food preparation facilities and labs

- Two admission cycles per year to the nursing program

- Capital improvement projects, including:

- Building E – Phase III renovations, including restroom facilities and athletic offices

- Renovation and upgrades to the campus perimeter, including additional green space and an outdoor classroom

- Relocation and renovation for a new Student Union

- Development of an Innovation Room in former board room

- Relocation and enhancement of library services

- Launch a major fundraising campaign based on a 100th college anniversary theme

- Transition to virtual bookstore operations

- Establish a division for online teaching modalities

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.

2022-2024 Objectives:

1. Convert existing library space to a One-Stop Student Services Center

2. Create an Online Learning Division

3. Increase Fall-to-Fall retention and graduation rates by 5% over academic year 21-22 and increase the graduation rate to 30% by AY 2024

4. Increase the number of students participating in New Student orientation by 5% over AY 21-22

5. Refine and enhance the Student Success Coach model

6. Expand counseling services for students

Outcomes:

1. New Center opens Fall 2022

2. A division for online learning with appropriate staff in place by Fall 2022

3. Update Strategic Enrollment Management Plan/Retention Plan by Fall 2022 and have a documented completion percentage (graduation/certification) of at least 30% by AY 2024

4. Have a documented participation rate in New Student Orientation with of at least 80% by AY 2024

5. A comprehensive intake process for all new students by Summer 2022

6. Hire an additional social/emotional counselor to by Fall 2022 and provide resources for group counseling

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. Increase and improve tutoring services available to students

10. Create better opportunities for success to our adult and working students

7. Expand summer bridge programs to reduce number of students in remedial courses by AY 2023;increase the number of preparation courses for placement tests by AY 2022

8. Fully implement Academic Pathways model by AY 2023

9. Hire a full-time nursing tutor and expand access to virtual tutoring for all subject areas

10. Create additional opportunities for late afternoon, evening, weekend and online courses for those whose workload (outside the College) restricts access to traditional course schedules

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.

2022-2024 Objectives:

1. Make better use of data to inform decision-making and planning

2. Increase efficiencies in administrative and student processes through enhanced technology and automation

3. Transition to virtual bookstore

4. Implement a regular and comprehensive professional development plan for Board of Trustees

5. Increase evidence-based planning to support institutional effectiveness and close the loop between assessment and resource allocation

6. Increase impact of sustainable practices to enhance cost-savings

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 2022; implement fully automated ICCB reporting processes by AY 2022

3. Expand adoption of All-Inclusive Access to course materials by 20% by AY 2022

4. An annual calendar of activities beginning in early 2022

5. Improve communications between Development, Financial Aid, and Student Success Coaches through implementation of well-managed and shared database systems

6. Document consistent balanced budget in two consecutive fiscal years through operational cost analysis and effective cost savings adjustments

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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.

2022-2024 Objectives:

1. Create new programs in Paramedic, Culinary Arts, Computer Science transfer, and Allied Health programs

2. Increase the number of online course offerings

3. Create additional continuing and community education courses

4. Increase full-time faculty members

Outcomes:

1. Paramedic program launched by AY 2022; Computer Science transfer by AY 2023; Culinary Arts AY 2022; New Allied Health programs by AY 2023

2. 25% of course offerings will available in online or hybrid options by AY2022

3. Research most feasible and in-demand programs suitable for community and continuing education by June 2022

4. Add 2-3 new full-time members to faculty every year beginning AY 2021-2022

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.

2022-2024 Objectives:

1. Create and expand seamless education experiences between K-12 and the College

2. Expand workforce development partnerships

3. Reach out to seniors within the community to engage them in lifelong learning opportunities

4. Improve relationships with government leaders at local, state, and federal levels

5. Expand partnership opportunities 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. Survey the District's business community to determine workforce development needs by June 2022 and have MOU in place for 3 new workforce development partnerships by AY2022

3. Partner with the area senior centers

4. Establish documented process to better communicate the needs of MC specifically and higher ed institutions in general to government representatives

5. Explore the establishment of an App Academy at Morton College by 2024

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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.

2022-2024 Objectives:

1. Determine feasibility and develop plans for a new multi-purpose technology 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 latest technologies

5. Renovate outdated classrooms and common areas

6. Renovations and enhancements to campus perimeter

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 AY2023, expanded space available in new Student Union

4. Remodel labs, add smartboards, digital projectors, and/or large screen monitors in classrooms

5. All classrooms and common spaces updated and fully functional by AY 2024

6. Outdoor classroom and perimeter work completed by Fall 2022

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. Launch a "One Million Nine Hundred and Twenty-Four Thousand Dollar" fundraising campaign in celebration of the College's 100th year anniversary in 2024

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. Campaign Launched Fall 2022

3. Create and implement Donor Communications Plan by AY2023

4. Three new federal, state or private grants by AY 2023

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
• The number of people in the traditional (age 18-24) student demographic is declining by 4-6% over the next decade	• Enhance strategies to improve high school yield rates (market share) and target underserved populations	• Document all new course and program offerings with AY that demonstrate an intentional response to workforce demands
• 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	• Enhance opportunities for access by working adults (scheduling, locations, services, online options)	• Document opportunities created to make education to adults aged 24+ more accessible
• Students' capacity to pay (especially double tuition for non-sponsors)	• Increase financial aid participation • Increase scholarship sources and opportunities	• Document improvement in financial aid participation • Provide new scholarships sources and participation by active students
• Continued poor perception of community colleges as a viable option toward a 4-year degree	• Increase public recognition of community college value, especially for addressing workforce shortages	• Document all communication pieces targeted to prospectives with MC response to workforce shortages
• MC losing students to enrollment and transfers to other local community college options	• Increase the current number of articulation agreements with area 4-year colleges	• 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

	• Pursue collaborative programs to stem competition, or more aggressively show our MC competitive differentiators	• Title III STEM Grant
• Accreditor/governmental requirements: assessment, accountability for outcomes (employment and graduation)	• Strengthen focus on data-driven decision making in all areas	• Document improvements in data collection (both internal and external) and how it has been used to drive specific decisions
• 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	• 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	• Apple Partnership
• Flat public funding	• 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	• 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
• Increasing public recognition of community college value, especially for addressing workforce shortages.	• Ensure marketing campaigns and communications consistently promote the quality and value of a Morton College education	• Morton College will realize an increased year-to-year enrollment, document over 5-year period SP period
• Local employers demanding trained workforce (see attached Labor Market Data for Cook County)	• Position Morton College as the "go to" place for well-designed, customized workforce skills delivery	• Document development of new course and program offerings that coincide with workforce demands
• Partnerships with existing local businesses	• Pursue and manage current relationships with intentionality to make sure outcomes are win-win	• 3 new formal partnerships/deals
• Expansion of Dual Enrollment	• Expand Dual Enrollment programs and explore/identify other potential schools beyond Morton East/West (included in Strategic Enrollment Management Plan)	• 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:
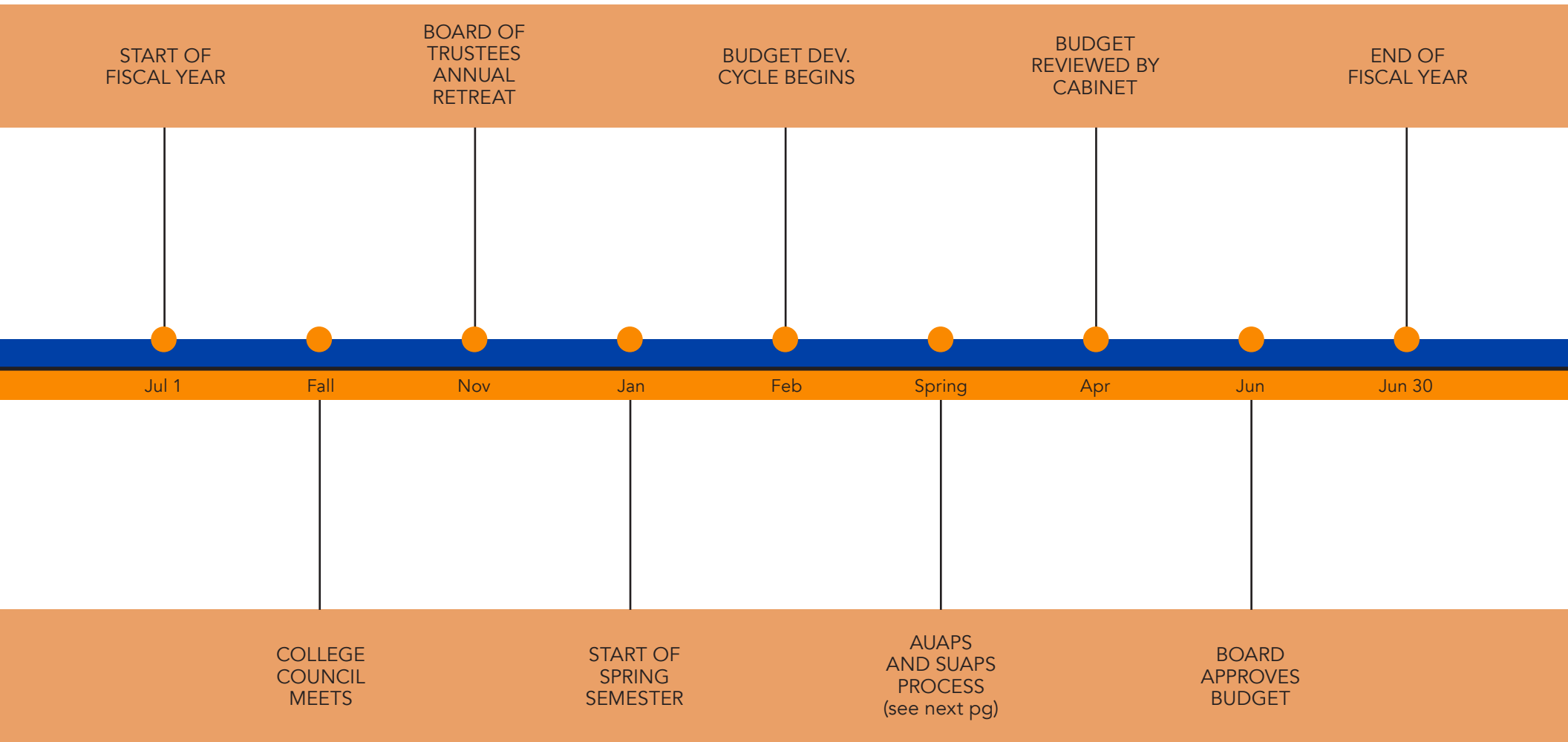
Strengths

- 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-qualilifed teaching faculty

- Strong Institutional Research staff committed to data-driven decision-making and continuous improvement

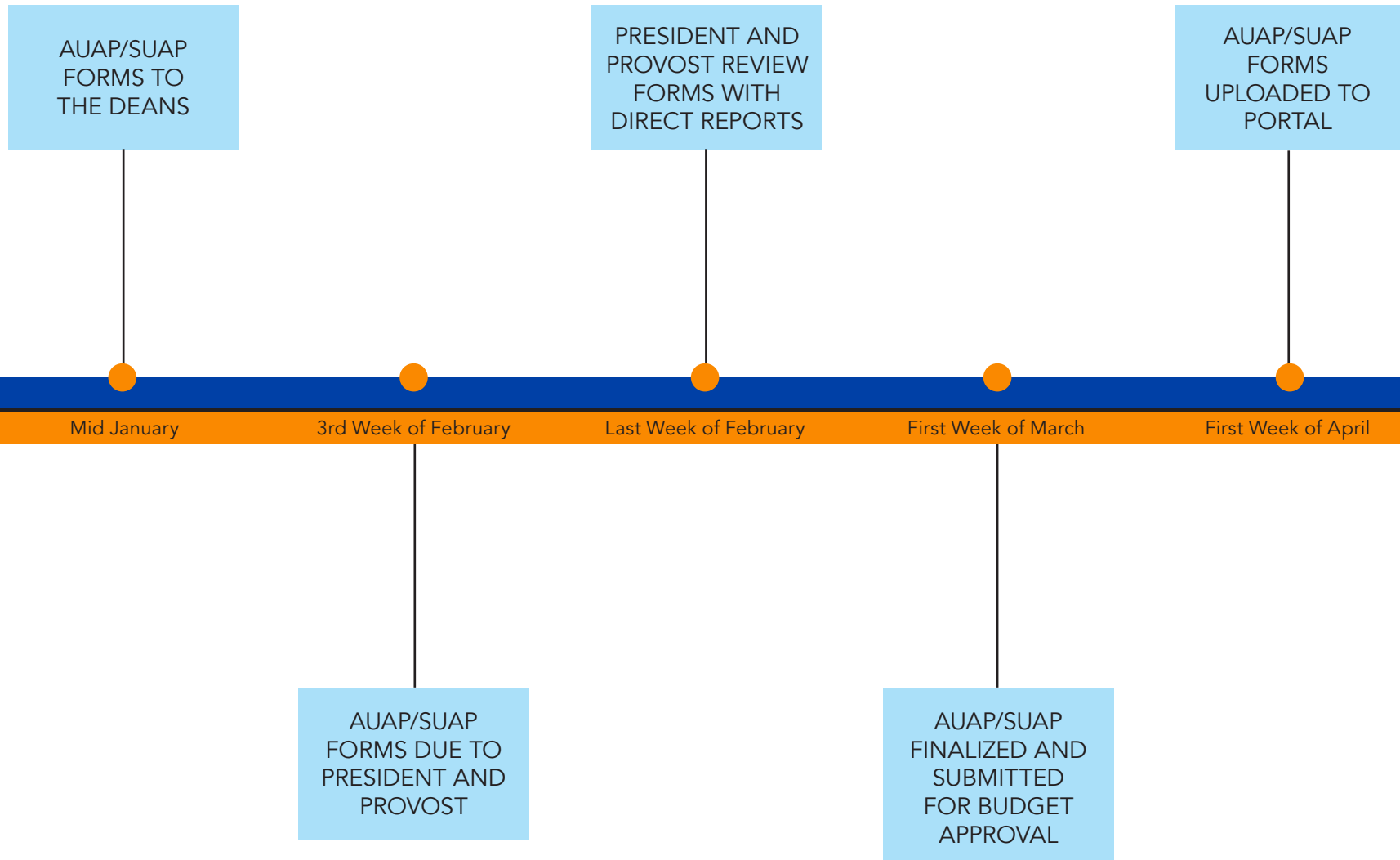- Improvements in technology infrastructure

Weaknesses

- 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

ANNUAL PLANNING TIMELINE

START OF FISCAL YEAR		BOARD OF TRUSTEES ANNUAL RETREAT		BUDGET DEV. CYCLE BEGINS		BUDGET REVIEWED BY CABINET		END OF FISCAL YEAR
Jul 1	Fall	Nov	Jan	Feb	Spring	Apr	Jun	Jun 30
	COLLEGE COUNCIL MEETS		START OF SPRING SEMESTER		AUAPS AND SUAPS PROCESS (see next pg)		BOARD APPROVES BUDGET	

AUAP AND SUAP TIMELINE

AUAP/SUAP FORMS TO THE DEANS		PRESIDENT AND PROVOST REVIEW FORMS WITH DIRECT REPORTS		AUAP/SUAP FORMS UPLOADED TO PORTAL
Mid January	3rd Week of February	Last Week of February	First Week of March	First Week of April
	AUAP/SUAP FORMS DUE TO PRESIDENT AND PROVOST		AUAP/SUAP FINALIZED AND SUBMITTED FOR BUDGET APPROVAL	

MORTON MC COLLEGE

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