



MORTON COLLEGE

An Extraordinary Legacy. A Bold Future.

2025-2028 Strategic Plan

Adopted by the Board of Trustees - June 25, 2025



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

To be an innovative and responsive educational institution in delivering quality academic and workforce development programs that enhance the quality of life for the communities it serves.

CORE VALUES

Compassion • Equity • Accountability • Innovation • Excellence



3801 S. Central Avenue Cicero, Illinois 60804

(708) 656-8000

morton.edu

Total Enrollment

5,923 credit students*

455 non-credit students**

FTE (Credit hours/30) – 2334

*Credit student counts include Adult Education enrollments.

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

Annual Enrollment by Primary Program

	Count	%
Transfer Programs	1,646	28
Associate in Applied Science/ALS	1,486	25
Certificates	429	7
Course Enrollees (Non-Degree)	1,360	23
Adult Education/ESL	1,002	17
Total	5,923	100%

Student Demographic Profile

57% Females

42% Males

82% Hispanics

88% District 527 residents

Average age - 24 years

College Profile

615 degrees and certificates awarded in 2024

Programs currently offered:

42 Career Certificates

15 Associate in Applied Science Degrees

6 Transfer Program Degrees

College Employee Profile (as of 10/1/24)

360 employees

- 52% Full-Time
- 48% Part-Time
- 7% (24) Administrators
- 55% (199) Teaching Faculty
- 38% (137) Classified Staff
- 34 % of the full-time employees are Hispanic



2023-24 ACADEMIC PROFILE



EXECUTIVE SUMMARY: STRATEGIC GOAL REFINEMENTS BASED ON CAMPUS FEEDBACK

As part of the strategic planning process, feedback was solicited from faculty, staff, and stakeholders to refine institutional priorities for 2025-2028. This document summarizes how the feedback aligns with the proposed objectives and outlines refinements made in response to stakeholder input.

Key Areas of Alignment

Stakeholder feedback strongly supported the following strategic priorities, all of which have been incorporated into the plan:

- Learning Environment: Increased support for tutoring, advising, mental health, and technology access; stronger emphasis on structured academic pathways.
- Campus Facilities: Prioritizing classroom modernization, signage and office accessibility improvements, and sustainability in new construction and renovations.
- Academic Programs: Expansion of career-focused tracks, GECC-centered pathway redesign, hybrid learning options, and a 45% graduation/completion rate goal with no equity gaps.
- Leadership Development: Formalizing onboarding through a New Faculty Institute, ACUE faculty development participation, mentorship expansion, and leadership diversity.
- Partnerships: Strong support for the Workforce Partnerships and Strategic Initiatives unit, community-based student support services, cultural programming, and separating internships as a distinct objective beyond workforce partnerships.

Refinements Based on Feedback

Based on stakeholder input, the following adjustments were made:

1. Sustainability was added as an explicit consideration in new construction and renovations, though broader sustainability initiatives were not included.
2. Internships are now a distinct objective within the partnerships goal, reflecting a need for expansion beyond traditional workforce development agreements.
3. Clarified separation between grants and fundraising, ensuring external funding goals focus on grant opportunities rather than donor contributions.

Considerations for Further Discussion

While most feedback aligns with the proposed objectives, a few areas may warrant further discussion:

- Scope of Sustainability Initiatives: Some feedback suggested broader sustainability efforts beyond facilities. Do we want to expand this further?
- Internship Integration: Internships are now a distinct objective, but should they also be tied explicitly to academic program development?

MILESTONES SINCE THE 2022-2024 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
- 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
- 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
 - Launched a fundraising campaign based on a 100th college anniversary theme
 - Transitioned to virtual bookstore operations



STRATEGIC GOAL #1

Learning Environment

Learning Environment stands as the foundational core value in Morton College's new strategic plan, emphasizing the institution's commitment to fostering an inclusive and supportive atmosphere where all students can thrive academically and personally. This core value reflects the belief that a positive and engaging learning environment directly contributes to student success and retention. By prioritizing access to diverse resources, innovative teaching methods, and collaborative opportunities, Morton College aims to create a space where learners feel valued, respected, and motivated to achieve their full potential. This strategic focus on enhancing the learning environment is essential for cultivating not only knowledgeable graduates and transfer students but also active, responsible members of the community.

2025-2028 Objectives:

1. Increase student engagement through expanded programming and support services. Benchmark: Increase the number of students utilizing support services (e.g., tutoring, advising, mental health resources) by 20% by 2027, with a focus on equitable access across all student groups
2. Create structured academic pathways to enhance student success and retention. Benchmark: Implement structured pathways for all degree programs by 2027, with wrap-around services integrated into each pathway
3. Enhance active learning strategies utilized in the classroom. Benchmark: Conduct biannual professional development sessions focused on active learning practices, reaching 80% faculty participation by 2027
4. Foster a sense of belonging among students through cohort-based initiatives. Benchmark: Increase participation in cohort-based programs (e.g., learning

Metrics:

1. Annual service usage rates, usage trends across demographic groups, and student satisfaction scores
2. Retention and completion rates for students enrolled in structured pathways compared to traditional models
3. Faculty survey results on teaching confidence, classroom inclusivity feedback from students, and retention rates for courses implementing these practices
4. Enrollment in cohort-based programs, campus climate survey results, and retention rates of participating students

communities, first-year experience initiatives) by 25% by 2028

5. Integrate innovative course delivery options into key academic areas. Benchmark: Increase student access to general education and gateway courses delivered in alternate modalities by 30% by 2027
 6. Ensure equitable access to digital learning tools and resources. Benchmark: Provide all students access to essential technology (e.g., laptops, Wi-Fi hotspots, learning software) by 2026, and increase digital literacy training participation by 30%
 7. Create a Family College Concept
5. Comparison of student success rates, retention, and feedback between pilot and traditional courses
 6. Number of students accessing technology resources, participation in digital literacy workshops, and survey feedback on digital readiness and satisfaction
 7. Framework for Family College completed by Fall 2026



STRATEGIC GOAL #2

Campus Facilities

Campus facilities are identified as the second major goal in Morton College's new strategic plan, reflecting a commitment to enhancing the learning and working environment for students, faculty, and staff. By prioritizing upgrades and innovations in infrastructure, the college aims to promote accessibility, sustainability, and functionality across its campuses. This focus encompasses not only the physical condition of buildings but also the incorporation of modern technology and collaborative spaces that foster academic engagement and support diverse educational needs. Ultimately, improving campus facilities is integral to creating a vibrant academic community that attracts new students and retains current ones, ensuring a positive and productive atmosphere for all stakeholders.

2025-2028 Objectives:

1. Undertake a capital fundraising campaign for facilities enhancement and new construction. Benchmark: Raise \$20 million in external funding for infrastructure improvements and new construction by 2028
2. Develop and implement a strategic facilities master plan. Benchmark: Ensure facilities planning integrates academic program growth, workforce needs, and innovation opportunities, with a master plan completed by 2026
3. Improve accessibility across campus and optimize office and service locations. Benchmark: Complete a campus-wide assessment of signage, office locations, and service accessibility by 2025, with prioritized improvements implemented by 2027
4. Expand instructional and program-specific learning spaces. Benchmark: Add or repurpose at least three instructional or program-specific spaces to support

Metrics:

1. Annual funding secured and allocation reports
2. Milestones for planning phases, stakeholder engagement participation, and alignment with strategic priorities
3. Results of accessibility and signage audits, student and staff feedback, and progress reports on improvements
4. New or renovated square footage dedicated to instructional use, program enrollment capacity, and usage data

workforce-aligned academic growth and innovation by 2027

5. Develop a strategic plan for the undeveloped parcel of land. Benchmark: Complete a development plan by 2026 that outlines potential uses to support expanded academic, workforce, and community programming
6. Incorporate sustainability efforts into new construction and renovations

5. Progress milestones for planning phases, stakeholder engagement participation, and alignment with other strategic priorities
6. Complete a sustainability assessment of all facilities by May 2026



STRATEGIC GOAL #3

New & Revitalized Academic Programs

This third major strategic goal in Morton College's new strategic plan reflects the institution's commitment to enhancing educational offerings that meet the evolving needs of students and the community. This goal focuses on the development and enhancement of academic programs that not only align with industry trends but also foster student engagement and success. Through collaboration with faculty, stakeholders, and local industries, Morton College aims to introduce innovative curricula, increase access to high-demand fields, and ensure that learning experiences are relevant and impactful. Ultimately, this initiative seeks to prepare students for the challenges of a dynamic job market while promoting lifelong learning and community development.

2025-2028 Objectives:

1. Increase program alignment with high-demand industries. Benchmark: Launch 3 new academic programs or tracks in high-demand fields offering family-sustaining wages by Fall 2028
2. Strengthen partnerships with local industries to inform curriculum development. Benchmark: Expand participation of local employers through advisory boards, career fairs, and workforce partnerships, with 10 new partnerships established by 2026
3. Expand student access to flexible learning formats and pathway-specific tracks. Benchmark: Transition 25% of academic programs to include hybrid or fully online options by 2027, with structured tracks or pathways aligned to student and workforce needs
4. Implement the redesign of academic pathways centered on the General Education Core Curriculum (GECC).

Metrics:

1. Enrollment rates in these programs within the first year of launch, employment placement rates, and average starting salaries for graduates
2. Number of engaged employers, satisfaction rates with graduate readiness, and the number of employer-informed curriculum updates annually
3. Enrollment growth in online/hybrid programs and tracks, student satisfaction rates, and success rates in flexible formats compared to traditional formats
4. Number of students enrolled in redesigned pathways, feedback from faculty and students on pathway clarity,

Benchmark: Launch redesigned pathways by Fall 2025, with the GECC as the foundational core for all programs

5. Achieve a 45% graduation or completion rate across all programs for full and part-time students. Benchmark: Increase the overall graduation/completion rate across all programs to 45% by 2028, ensuring equity across all demographic groups
6. Align academic programs with transfer opportunities. Benchmark: Establish or update articulation agreements for 80% of transfer-focused programs by 2028, including partnerships with Hispanic-Serving Institutions (HSIs) and regional universities
7. Integrate global perspectives into academic offerings. Benchmark: Introduce at least 2 new courses or programs with international/global themes by 2027, such as study abroad opportunities or language-focused tracks
8. Drive enrollment growth through targeted initiatives. Benchmark: Achieve a 10% increase in overall enrollment by 2028, with a focus on increasing the yield of district high school students completing a certificate or degree
9. Driving enrollment growth and increasing district high school yield rates
10. Identify opportunities for baccalaureate programs
11. Two admission cycles per year to the nursing program
12. Establish a division for online teaching modalities

and graduation/completion rates

5. Graduation and completion rates disaggregated by race, ethnicity, gender, and other demographic factors, with progress reported annually
6. Transfer rates to 4-year institutions, credits accepted toward bachelor's degrees, and student satisfaction with transfer processes
7. Enrollment and completion rates in global-themed courses or programs, and student feedback on global learning outcomes
8. Total enrollment figures, district high school graduate yield rates, and disaggregated enrollment data
9. Increase enrollment by 2% per year
10. Identify potential programs by May 2026
11. Implement by AY 26-27
12. Division established and staffed by FY 27



STRATEGIC GOAL #4

Leadership & Professional Development

Leadership and Professional Development has been identified as the fourth goal in Morton College's new strategic plan, emphasizing the institution's commitment to fostering a culture of growth and empowerment among its staff and students. This goal aims to enhance leadership skills, promote ongoing professional learning opportunities, and encourage collaboration across departments. By prioritizing leadership development, Morton College seeks to cultivate an environment where individuals are equipped to take on challenges, inspire others, and drive the college's mission forward. Investing in professional development not only strengthens the capabilities of its workforce but also aligns with best practices in higher education, ensuring the institution is prepared to meet the evolving needs of its students and community.

2025-2028 Objectives:

1. Promote faculty engagement with ACUE courses to enhance teaching excellence. Benchmark: Achieve 80% participation among full-time faculty in one or more ACUE courses by 2028, starting with 30 faculty participants in spring and fall 2025 and additional cohorts in subsequent years
2. Integrate the faculty professional development committee, the Teaching and Learning Center (TLC), and educational technology. Benchmark: Establish a unified framework for faculty professional development and educational technology by 2026, with at least 50% of faculty engaging in programming annually.
3. Formalize onboarding and professional development for new faculty through a New Faculty Institute. Benchmark: Launch a New Faculty Institute by 2026, with all new faculty completing an initial professional development program within their first year

Metrics:

1. Faculty enrollment and completion rates for ACUE courses, and teaching effectiveness survey results
2. Participation rates, faculty feedback, and measures of technology integration in instructional practices
3. Program completion rates, participant satisfaction scores, and retention rates for new faculty

4. Enhance leadership recognition efforts tied to revised college values. Benchmark: Establish an annual awards program to celebrate leadership excellence among students, faculty, and staff by 2027
5. Expand mentorship opportunities across the institution. Benchmark: Launch a formal mentorship program connecting experienced staff and faculty with new employees and students by 2025, with 50 active mentorships annually by 2027
6. Increase leadership diversity and recognizing excellence
7. Achieve *Great Colleges to Work For* designation
4. Number of nominations and survey feedback on recognition events
5. Number of active mentorships, participant feedback, and retention rates of mentees
6. Implement a formal recognition program with associated incentives by February 2026.
7. Achieve recognition in Spring 26 cycle



STRATEGIC GOAL #5

Partnerships

Partnerships are identified as the fifth major objective in Morton College's new strategic plan, emphasizing the importance of collaboration with local businesses, educational institutions, and community organizations. By fostering these partnerships, the college aims to enhance educational opportunities, expand resources, and create pathways for student success. This strategic objective will facilitate knowledge exchange, promote shared initiatives, and strengthen the college's role within the community. Ultimately, building robust partnerships is essential for driving innovation, supporting workforce development, and ensuring that Morton College remains responsive to the evolving needs of its stakeholders.

2025-2028 Objectives:

1. Establish and operationalize the Workforce Partnerships and Strategic Initiatives unit. Benchmark: Fully launch the Workforce Partnerships and Strategic Initiatives unit by 2026 to centralize grant development, workforce alignment, and community partnership efforts
2. Strengthen workforce development partnerships. Benchmark: Establish 10 new partnerships with local businesses to develop apprenticeships, internships, and customized training programs by 2026
3. Expand educational pathways through collaboration with high schools and universities. Benchmark: Develop a more robust dual enrollment framework with our district high schools and three new articulation agreements with universities by 2027
4. Create partnerships with community organizations to increase access to essential services and supports

Metrics:

1. Number of partnerships developed, grant applications submitted, and workforce programs launched or expanded through the unit's efforts
2. Number of active partnerships, student placement rates, and employer satisfaction feedback
3. Dual enrollment participation and completion rates, student transfer data, and feedback from partnering institutions
4. Number of partnerships, participation rates, and user feedback on services provided

for students and district residents. Benchmark:
Establish partnerships with at least 5 local nonprofits
or community organizations to provide services such as
healthcare, childcare, and food security by 2026

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|---|--|
| 5. Integrate service-learning opportunities into academic programs to foster community engagement. Benchmark: Include service-learning components in at least 10 courses by 2027, with partnerships supporting these initiatives | 5. Number of courses with service-learning components, student participation rates, and community impact reports |
| 6. Leverage institutional resources to deliver cultural programming and community-based workshops. Benchmark: Develop and deliver 10 cultural programs or community workshops annually, starting in 2025, focused on lifelong learning, arts, and cultural enrichment | 6. Attendance rates, participant feedback, and diversity of program offerings |
| 7. Collaborate on resource-sharing initiatives with community partners. Benchmark: Launch 2 shared-use facilities or programs (e.g., makerspaces, health services) in partnership with local organizations by 2028 | 7. Facility usage data and feedback from community partners and users |
| 8. Leverage partnerships to support grant acquisition and external funding. Benchmark: Secure \$10 million in external funding from grants through collaborative efforts with community and industry partners by 2028 | 8. Total funding secured and the number of grant-funded partnership initiatives |
| 9. High School in College | 9. Established for launch Fall 2027 |

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"> Title III STEM Grant
<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"> Apple Partnership
<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 (see attached Labor Market Data for Cook County) | <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">3 new formal partnerships/deals |
| <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:

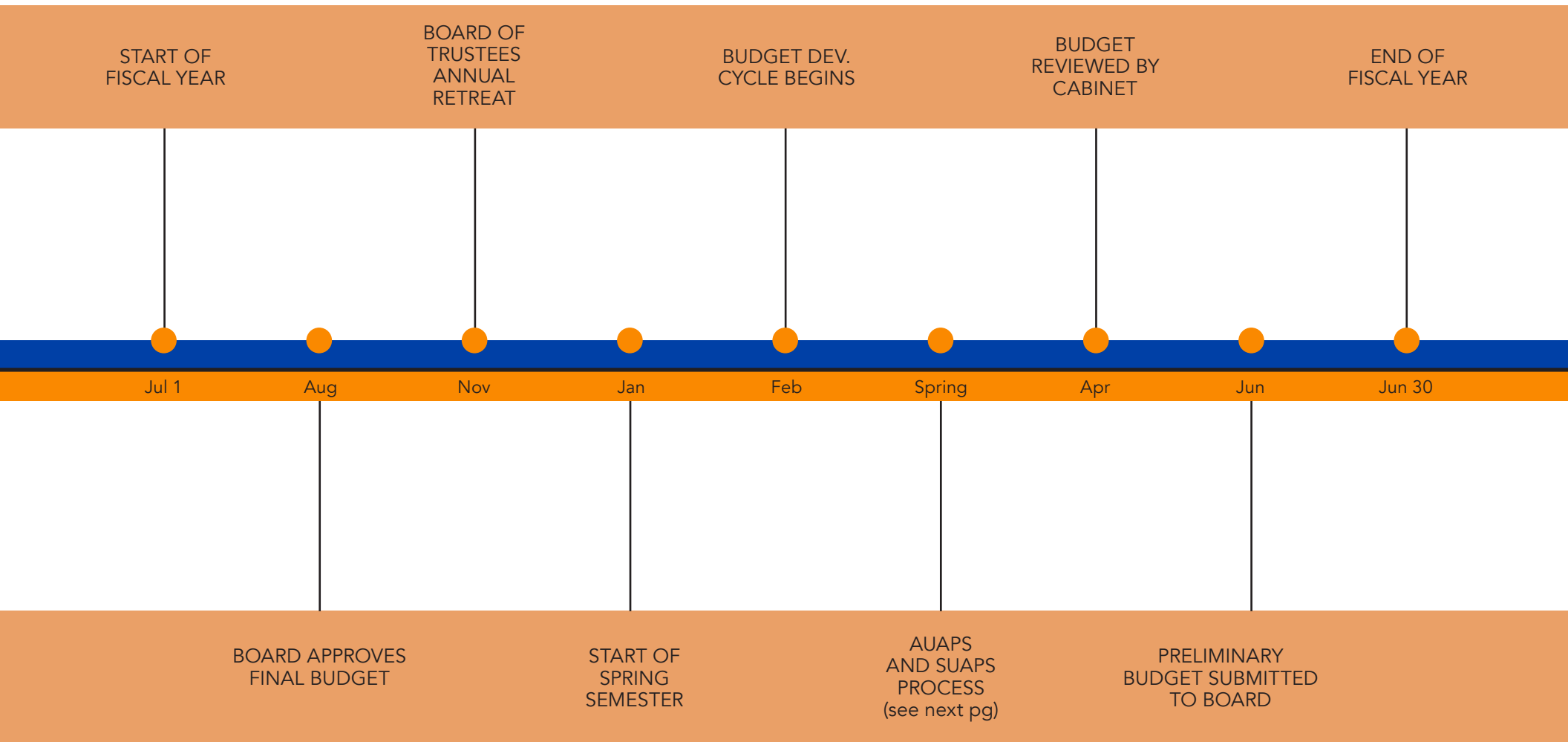
Strengths

- 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

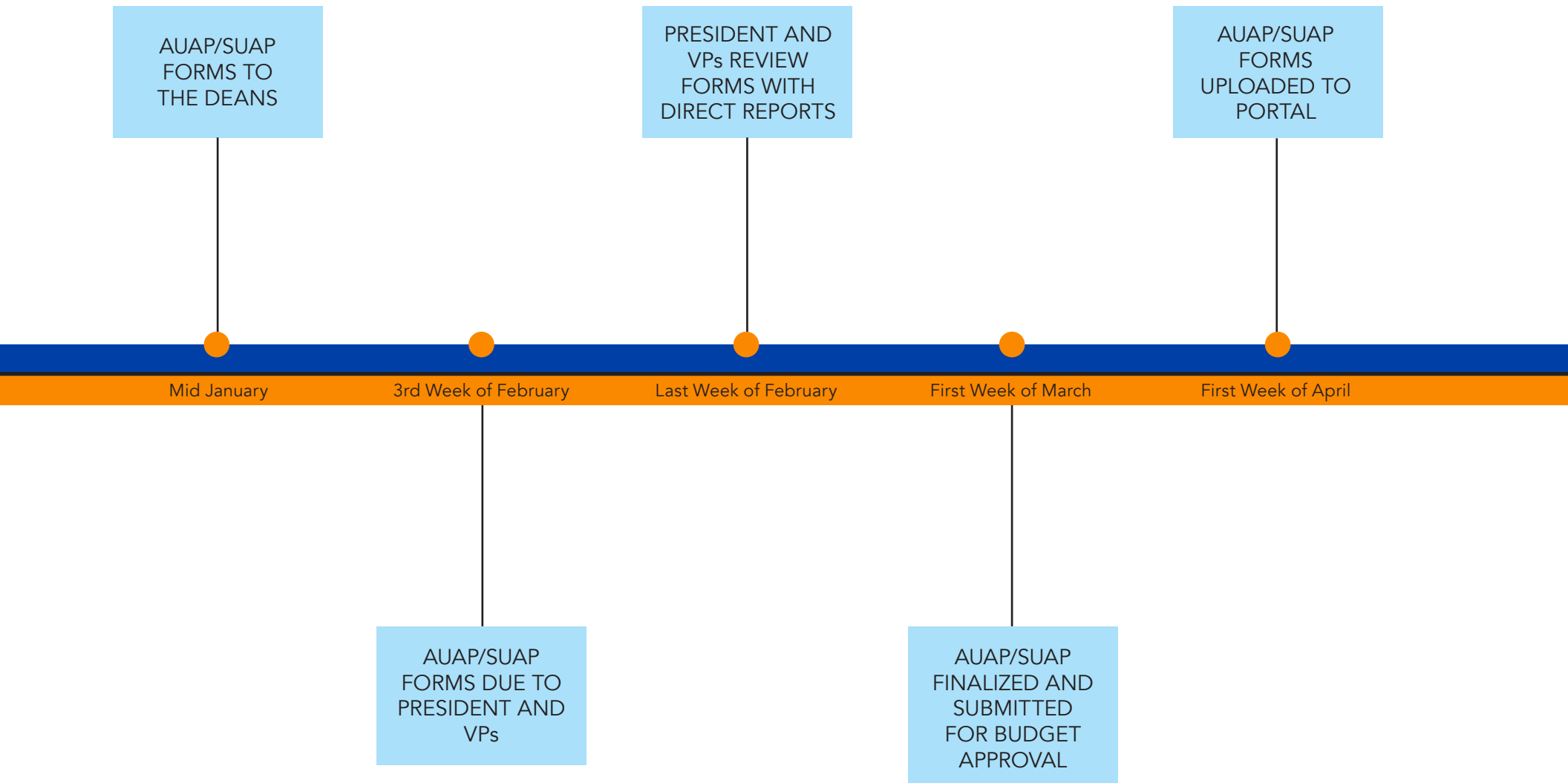
Weaknesses

- 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



AUAP AND SUAP TIMELINE





MORTON **MC** COLLEGE

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