Moraine Valley Community College is pleased to present its 2019-24 Strategic Plan. This plan will guide the college’s efforts over the next five years as we work to ensure the continued success of all Moraine Valley students and our district residents. This plan was meticulously developed through the engagement and many contributions of college faculty, staff, students and community members. The collective efforts of nearly 200 people have created this cohesive and visionary pathway for our college’s future.

**Some highlights of this plan include:**

- An update to the college’s mission to include the word “innovation.” Innovation already is ingrained in our everyday work. Every faculty member, staff member and student is encouraged to share new ideas on making Moraine Valley an even better place to work and learn. We will continue this tradition.

- Addition of two new core values: inclusion and equity. Both of these values are critical to the mission of our college and in service to our community. We know not all of our students start from the same place or have the same needs. Adding inclusion and equity as values strengthens our commitment to meeting each student where they are at and giving them the tools to be successful.

- Inclusion of five strategic priorities: Student Success; Program Development; Technology; Diversity, Equity and Inclusion; and Institutional Advancement.

- More than 50 goals that will guide the work of faculty and administration and ensure we are addressing the most pressing needs of our students, community and higher education in general.

Given that this plan builds upon our previous strategic plan, I am confident we have a strong foundation for the next few years. And, I look forward to the many success stories that undoubtedly will result. We know Moraine Valley is the best choice for our students and residents. We will continue to honor and celebrate that choice while also deepening our commitment of service to our students, to our community and to one another.

Sylvia M. Jenkins, Ph.D.
President
MISSION AND PURPOSE
The mission of our college is to educate the whole person in a learning-centered environment, recognizing our responsibilities to one another, to our community, and to the world we share. We value excellence in teaching, learning and service as we maintain sensitivity to our role in a global, multicultural community. We are committed to innovation and continuous improvement and dedicated to providing accessible, affordable, and diverse learning opportunities and environments.

THE COLLEGE FULFILLS ITS EDUCATIONAL MISSION THROUGH:

GENERAL EDUCATION
Courses and concepts integrated into the curriculum that foster critical thinking and enable informed judgment and decision making.

TRANSFER PROGRAMS
Courses in arts, sciences and business leading to an associate degree and fulfilling the first two years of a bachelor’s degree.

CAREER EDUCATION
Occupational courses and skill development that respond to industry and community needs and lead to professional credentials, a certificate or an Associate in Applied Science degree.

COMMUNITY ENRICHMENT
Opportunities for residents to engage in lifelong education and cultural enrichment in a learning community.

WORKFORCE DEVELOPMENT
Partnerships with and customized training for business, government, social, and civic institutions resulting in organizational and economic improvement.

STUDENT DEVELOPMENT
Programs and services to support and enhance academic, career and personal growth and success for our diverse student population.

DEVELOPMENTAL AND ENRICHMENT EDUCATION
Courses, programs, and services to support and advance academic success leading to high school equivalency, English language proficiency, or entry to college-level courses.

VISION STATEMENT
We envision a world-class college that meets current and emerging community needs for education and training through excellent service and outstanding programs offered in stimulating learning environments.

CORE VALUES
INTEGRITY
RESPONSIBILITY
RESPECT
FAIRNESS
DIVERSITY
INCLUSION
EQUITY
A. Student Success

The college will provide a successful student experience focusing on students’ well-being and college and career success.

**GOALS**

SS.1: Ease student navigation of college processes and information beginning with recruitment, onboarding and registration.

SS.2: Improve retention, completion and transfer rates.

SS.3: Identify needs and barriers to student success, and develop and implement programs to address them.

SS.4: Support and develop programs, services and curriculum to strengthen college readiness of students.

SS.5: Improve student achievement of learning outcomes.

SS.6: Emphasize students’ development of leadership, interpersonal and life skills.

SS.7: Strengthen student engagement in the college community.

SS.8: Use multiple delivery methods and scheduling of instruction to meet student learning needs.

SS.9: Improve utilization of support systems and available data that advance student success.

SS.10: Improve the student experience by increasing faculty and staff training and engagement.

SS.11: Grow alumni engagement in promoting student enrichment and success.

SS.12: Continue to provide a beautiful, safe, comfortable, healthy, positive and welcoming learning environment.
B. Program Development

The college will develop innovative programs and services to anticipate and meet current and future student, employee, community and business needs.

GOALS

PD.1: Maintain high standards and high-quality programs and services.
PD.2: Use data analytics to create new and enhance existing programs.
PD.3: Develop, integrate, implement and assess common learning outcomes.
PD.4: Develop creative, alternative, flexible and accelerated delivery methods and schedules for teaching and learning.
PD.5: Continue to build the structures and infrastructures to support fully online certificate and degree programs.
PD.6: Expand and enhance transfer pathways in Liberal Arts and STEM fields.
PD.7: Develop and implement career program pathways.
PD.8: Develop and implement programs for nontraditional students.
PD.9: Develop programs and services that address skills gaps.
PD.10: Develop and expand programs and services to meet the needs of current and emerging occupational skill sets.
PD.11: Engage our students in citizenship, democracy and global education through both education and practical hands-on civic experiences.
PD.12: Strengthen external partnerships with business, industry, preK-12, college/universities and other service providers.
PD.13: Continue to develop the structures and infrastructures to support college programs and partnerships.
PD.14: Strengthen internal cross-collaboration.
PD.15: Impart principles of sustainability across all campus departments; engage the broader community in practice for sustainable, economic and social justice development.
PD.16: Improve student and staff support systems for wellness.
C. Technology

The college will enhance technology in student learning and operational effectiveness.

**GOALS**

TL.1: Adapt and develop infrastructure and support for new technologies.

TL.2: Improve the use of technology in making data-informed decisions.

TL.3: Expand student, faculty, staff and community access to available technologies.

TL.4: Improve instruction and student services for technology-delivered learning.

TL.5: Cultivate a responsible integration of technology into the campus community, including technical competence and tech-life balance.
D. Diversity, Equity and Inclusion

The college will deepen its commitment to its core values.

**GOALS**

DI.1: Cultivate a campus community rich in cultural intelligence.

DI.2: Recruit, retain and facilitate transfer for diverse students.

DI.3: Recruit and retain diverse faculty and staff.

DI.4: Identify equity gaps and develop systemwide programs and services to reduce inequities.

DI.5: Enhance diversity and equity training for all staff and faculty.

DI.6: Integrate global and intercultural perspectives into courses, programs and services.

DI.7: Expand resources and services to diverse and underrepresented populations.

DI.8: Expand programs to better serve increasing populations where the primary language is not English.

DI.9: Develop systems and processes to collect and analyze data to measure the effectiveness of diversity, equity and inclusion initiatives.
E. Institutional Advancement

The college will effectively and efficiently develop and manage all resources.

**GOALS**

IA.1: Engage in systematic planning and continuous improvement to support institutional performance, quality and efficiency.

IA.2: Increase resources to support student recruitment and retention.

IA.3: Expand commitment to human resource development and future leadership opportunities.

IA.4: Maximize utilization of all campus spaces and sites.

IA.5: Heighten college commitment to sustainability.

IA.6: Increase campus community's capacity to identify, secure and utilize grants.

IA.7: Expand partnerships that support resource opportunities.

IA.8: Increase enterprise opportunities.

IA.9: Improve effective communication among students, faculty, staff and external stakeholders.
The process to develop Moraine Valley’s 2019-24 Strategic Plan began in early 2018 when 108 faculty and staff members were asked to serve on the 2019-24 Strategic Planning team. The first major strategic planning event was a workshop held Sept. 12, 2018. At this workshop, the team members were introduced to external environmental scanning and forecasting and its purpose in developing a strategic plan.

The Department of Institutional Research and Planning prepared an external environmental scan organized around eight trends that are expected to affect the college district and the Cook County region over the next five years. They are competition, demographics, economy, education, labor force, politics, social values and technology. Eight scanning teams were formed from the strategic planning team around each of these taxonomies and were charged with vetting each trend with external experts. Three auxiliary groups, the data usage team, the resource team, and the writing team provided support to the strategic planning team. The Executive Leadership Team, composed of the college president, vice presidents and chief information officer, also actively participated in the process.

The work of the eight scanning teams was combined into one revised 2019 Environmental Scan. This document was sent to the strategic planning teams and to community representatives/leaders who had agreed to attend a half-day workshop at the college to identify a set of core external trends that they believed were the most important for the college to address in its next strategic plan.

The community breakfast on Feb. 8, 2019, was attended by 54 community members, and participants were enthusiastic about the materials and the process. Between the morning and afternoon sessions, the feedback from the community was quickly transcribed. On the afternoon of Feb. 8, strategic planning team members reviewed the eight core trends most frequently cited by community leaders.

Internal trends were identified through a preliminary “SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis” conducted in February and March 2019. Faculty, administrative and professional, and support staff voted for the most critical strengths, weaknesses, opportunities and threats, and responses were combined into one preliminary analysis. Additionally, student focus groups were held in March 2019 with approximately 60 students providing their feedback about the college’s greatest strengths, weaknesses and opportunities.

In preparation for the March strategic planning workshop, the Institutional Research and Planning office conducted an internal survey of the strategic planning team to identify its list of core trends derived from the 2019 Environmental Scan. The match with the core trends cited by the community members solidified that the community and college were in sync. On March 21, 2019, a full-day strategic directions and goals workshop was held for the strategic planning team; this workshop continued on the morning of the following day. At this workshop, a final set of core trends was selected. The SWOT analysis was finalized, and a core set was selected. The strategic planning team, working in separate groups, used the materials to identify a set of strategic priorities and goals.

In addition, the word “Innovation” was added to the college’s Mission Statement, and “Inclusion” and “Equity” were added as new Core Values. On the afternoons of March 22 and 31, a small editorial team combined the work of the strategic planning team to develop the preliminary draft of the new strategic priorities and goals.

A “Call for Comments” page was set up and communicated to all of the internal staff, students, and external community representatives who participated in the February workshop, and the general Moraine Valley district to review the draft of the strategic plan and provide input and comments. The comments were reviewed, and relevant changes were made before the final draft was developed and shared with the Board of Trustees at the May 2019 Board Meeting and approved at the June 2019 Board Meeting. This strategic plan will guide the planning and work of Moraine Valley for the next five years.
• **COMPETITION**

**FAST-TRACK/ALTERNATIVE SCHEDULING:** Competition among higher education institutions is a major factor in colleges proposing and making changes in accessibility and flexibility, and providing alternative schedules for students. Institutions now are offering an increased number of accelerated and fast-track programs of study, including developmental education and apprenticeships.

• **EDUCATION**

**COLLEGE READINESS:** Many students who lack the academic, organizational and social skills needed to be successful in college will continue to enroll at Moraine Valley.

• **LABOR FORCE**

**INCREASE DEMAND FOR TECHNOLOGY SKILLS:** There will be a growing need for labor force participants with skills in emerging technology areas, such as cybersecurity, rapid application development, data science and familiarity with Internet of Things (IoT) technologies.

• **POLITICS**

**DECLINING STATE FUNDING:** State commitments in Illinois to fund higher education in the near future will be less reliable than in the past.

• **TECHNOLOGY**

**ONLINE EDUCATION:** Today’s consumers demand and/or need online options to further their education and achieve a degree or certificate.

• **DEMOGRAPHICS**

**ETHNIC DIVERSITY OF MORAINES VALLEY DISTRICT 524:** The Hispanic, African American, Middle Eastern/North African and Arab American, and other foreign-born populations where English is not the primary language will continue to increase in the next five years and will expand the diversity in the district.

• **SOCIAL VALUES/LIFESTYLE**

**MENTAL HEALTH ISSUES:** The number of students experiencing mental health issues is increasing, yet support services and health coverage for those afflicted are insufficient.

• **DEMOGRAPHICS**

**HIGH SCHOOL GRADUATES OF MORAINES VALLEY DISTRICT 524:** The total number of graduates from public and private high schools in the college’s district is projected to show a modest decline in coming years.
TOP STRENGTHS

COLLEGE ENVIRONMENT

Overview: Moraine Valley provides students, staff and community members with a safe, welcoming and beautiful campus.

Supporting Comments: A 2018 employee engagement survey conducted on campus shows that employees ranked items related to the college atmosphere, such as coworkers’ friendly attitudes, care for their students, and the college as supporting work-life balance, extremely favorably. This high level of employee engagement has caused the college to achieve a “Best in Class” status. Results from employee and student SWOT analyses conducted in spring 2019 also reveal the college environment to be a top strength of Moraine Valley. Specific comments from employees and students described the campus as “beautiful and well-maintained,” “safe” and “diverse.”

PROGRAMS, COURSES AND SERVICES

Overview: Moraine Valley offers a comprehensive array of educational, cultural and personal offerings to its students and community members.

Supporting Comments: Moraine Valley is dedicated to ensuring its students gain the knowledge and skills needed to meet the demands of a changing world. To this end, the college offers a wide range of degrees, certificates, services and courses. Moraine Valley offers the following degrees: Associate in Arts, Associate in Science, Associate in Fine Arts – Art, Associate in Fine Arts – Music, Associate in Applied Science and Associate in General Studies. Moraine Valley offers over 100 certificate options and more than 1,400 active courses. The college offers a variety of professional and personal services through their Corporate, Community and Continuing Education; basic skills courses in communications, math and reading; and courses/services in English as a Second Language, Intensive English Language, Volunteer Literacy, Adult Basic Education and High School Equivalency; and academic coordination for the Learning Development Support System. Moraine Valley offers many flexible learning options, including many courses that can be completed online, as well as dual enrollment and dual credit options. Moraine Valley’s Fine and Performing Arts Center offers an array of music, dance, theater and art for all ages. The center prides itself as a showcase for performances, a catalyst for budding artists to practice their art, a center for academic preparation for two-year degrees and transfer programs, and a resource for all who love the arts and want to learn more. The Health, Fitness & Recreation Center (FitRec) is a recreational facility highlighted by a large fitness center, a three-court gymnasium and a pool. The facility is open nearly 110 hours per week with a variety of membership options for students, employees, seniors and community members.

AFFORDABILITY

Overview: Moraine Valley provides an affordable education.

Supporting Comments: Moraine Valley strives to keep tuition, fees and textbooks affordable while also offering numerous scholarships. The annual tuition for attending Moraine Valley, at $4,266, is significantly lower compared to its competitors, such as Northern Illinois University at $12,262, Illinois State University at $14,061 and DePaul University at $38,410. More than 60 scholarships are available for students, and students in the top 10 percent of their high school class may be eligible for free tuition. Membership

continued
to the Health, Fitness & Recreation Center is free for full-time students and available at a discounted rate for part-time students. A SWOT analysis conducted with students in spring 2019 revealed affordability to be the college’s top strength as cited by Moraine Valley students. A SWOT analysis conducted with employees in spring 2019 also revealed finance to be among the college's top strengths, specifically citing affordable college costs along with strong internal responsibility over finances.

WEAKNESSES

ONBOARDING AND REGISTRATION

Overview: The onboarding and registration processes at the college are confusing and complicated.

Supporting Comments: Results from a SWOT analysis conducted with employees in spring 2019 indicate that the admissions and registration processes are “complicated” and that payment and/or financial aid processes delays registration. Student SWOT analysis results reveal students’ challenges with financial aid advisors, financial aid processing and paperwork, and the process of registration and advising. The most recent administration of the Community College Survey of Student Engagement (CCSSE) in 2017 shows student satisfaction with financial aid advising to be among the lower ranked items of all of the student services categories being evaluated, and benchmarked lower than our peers in terms of satisfaction.

COMMUNICATION

Overview: Effective communication internally between staff, students and campus locations is challenging or lacking.

Supporting Comments: Results from a SWOT analysis conducted with students in spring 2019 highlight their opinions regarding the need for more effective communication, specifically as they relate to making the campus aware of threats and emergencies, and other program information. Students also cited the need to better advertise various events and sports on campus. Employee SWOT analysis results cited communication weaknesses as they relate to poor communication with students and communicating new policies more effectively on campus. Employee SWOT analyses with off-campus sites also reveal communication gaps between the main and off-campus sites and the need to streamline communication. An employee engagement survey conducted on campus in fall 2018 reveals lower scoring items as they relate to communication, such as the discussion of work concerns with leadership and the opportunity to participate in decisions made by supervisors. The Higher Learning Commission Systems Appraisal Report 2017 cites a strategic challenge for the college: “MVCC does not have clear processes or communication channels outlined for quality initiatives and improvements.”

DATA AND TECHNOLOGY

Overview: The college does not systematically and consistently collect and utilize data for the improvement and assessment of the effectiveness of programs, services and processes.

Supporting Comments: The Higher Learning Commission Systems Appraisal Report 2017 highlights strategic challenges for Moraine Valley as they relate to data and technology. Specifically, the report states that “MVCC does not provide internal targets or external benchmarks in a consistent manner,” and “MVCC does not provide trend data for
reflection, analysis, and improvements.” Results from a SWOT analysis conducted with employees in spring 2019 highlights using more data to measure improvement and assessment, as well as better harnessing of technology for effective use of data in decision-making.

**OPPORTUNITIES**

**ONLINE PROGRAMS, COURSES AND SERVICES**

**Overview:** The college should offer more fully online courses and degrees.

**Supporting Comments:** Many trends were identified during the 2019 Environmental Scanning process at Moraine Valley; however, one trend started to emerge in several of the taxonomies: the necessity for the expansion of offerings and delivery methods. Results from a SWOT analysis conducted with employees in 2019 revealed a similar opportunity: to enhance current online programs to be operationalized as entirely online by removing the barriers that currently exist for students, such as having to come to campus for exams. With online courses seeing a 29% increase and hybrid courses seeing a 59% increase over the past five spring semesters at Moraine Valley, the data shows there is a demand for these options. A 2018 Online Education Trends Report from Best Colleges as referenced in the 2019 Environmental Scan stated that 40% of institutions plan to increase their online program budgets in the next year.

**STUDENT POPULATIONS**

**Overview:** The college will need to meet the demands of changing district demographics.

**Supporting Comments:** The opportunity identified during the SWOT analyses with both employees and students in 2019 regarding student populations is due to the growing diverse population within the district. The diversity of high school students enrolled in the Moraine Valley district shows an average of 52% White, 28.3% Hispanic and 14.8% African American students. In 2015 the demographics in Illinois for the under 18 population was represented by 52.3% White, 22.6% Hispanic, 16.6% African American and 8.4% Asian. According to the Brookings Institution, by 2020 the rates are projected to change to 49.9 percent White, 24.5% Hispanic, 16.3% African American and 9.3% Asian. The Hispanic population is projected to have the largest increase for the projected population in this age segment, with a 2% increase. According to the American Immigration Council, Illinois is expected to see the 4th largest increase in immigrants in the next 30 years. Projections from The Brookings Institution and Center for American Progress used U.S. Census Bureau data to determine that at the current rate of change, Illinois will be one of the first 18 states to become a “majority-minority” by the year 2020, with the rest of the country following this trend by 2043.

**MARKETING**

**Overview:** Moraine Valley should expand its marketing efforts to showcase itself as the preferred and affordable option.

**Supporting Comments:** Specific marketing opportunities were mentioned during the 2019 SWOT analyses including expanding programmatic marketing efforts and showing that Moraine Valley is the preferred and affordable option. Students specifically mentioned Moraine Valley’s affordability and scholarship opportunities as top strengths for the institution; however, during the SWOT analyses, both students and staff thought that an
increase of advertising focused on affordability is needed. It is no secret that tuition varies based on whether the student is attending a community, public or private college, but no matter the price, higher education of all kinds comes with a financial burden. According to College Board data for the 2017-18 school year, the average cost of tuition per semester at a community college enrolled in state is $3,570. The average cost for students enrolled in state at a four-year public institution is $9,970; and when students are enrolled at a four-year private institution, the cost is $35,260. The most important factor to keep in mind is that these prices continue to increase, with two-year public institutions seeing a 2.9% increase from the past year, four-year public with 3.1% increase and four-year private seeing a 3.6% increase in costs for the 2017-18 school year.

THREATS

FUNDING/FINANCE

Overview: State and federal funding in the near future will be less reliable than in the past.

Supporting Comments: Funding sources continue to remain uncertain due to unreliable and inconsistent funding from both state and federal entities in recent years. These funding examples include MAP funding, pension liabilities and having to increasingly rely on tuition revenue due to lack of state funding. Tuition and fees, according to reports from the College Board, have increased 2% from 2016-17 to 2017-18. The FY19 operating fund revenues trend report shows support from the state at 14%, local taxes at 31%, tuition at 53% and other at 2%. Creating a balanced budget for Moraine Valley with the lack of certainty of those revenue streams has meant additional per credit hour fees for the past several years. To combat this threat and maintain its reputation as the affordable option, Moraine Valley will need to search for additional revenue sources.

COMPETITION

Overview: Competition continues to grow for recruiting and retaining students.

Supporting Comments: As the Moraine Valley district population is projected to decline over the next several years and fewer high school students will come from our feeder schools, every student has become a scarce commodity for all higher education institutions. According to the Illinois Department of Employment Security, Illinois population estimates project a large increase in the adult population of 65 and older. The largest overall age group for the population estimates in 2020 will be in the 25-29 age group; however, that age range also is seeing a 4% decline from the 2010 census. With the older populations seeing the largest increase of 20% from 2010 to 2020, it is important to consider the expansion of workforce-oriented and life-skills education that can be provided in flexible delivery methods for job refreshers and career tune-ups.

For-profit institutions continue to see declines in enrollment – a 26% decline since the height of their enrollments in 2010 – and are seeking alternative ways to boost their numbers. As it relates to community colleges, many for-profit institutions are attempting to include associate and certificate program offerings. With the new administration that took office in 2016 with Donald Trump as the 45th President of the United States, it is projected that the number of regulations on institutions will be reduced, thus allowing for-profit institutions to see more enrollment growth again. A current example of the reduction of regulations from this administration is the Gainful Employment rules that
mandated institutions to provide debt-to-earning information as well as graduation rates for students enrolled in Title IV eligible programs. As of July 2019, the rules that have been mandating these regulations have been rescinded by the Secretary of the Department of Education, thus reducing the regulations on for-profit institutions.

**POPULATION AND DEMOGRAPHICS**

*Overview:* The total number of graduates from public and private high schools in the college’s district is projected to show a modest decline in coming years.

*Supporting Comments:* The population in the Moraine Valley district and graduates from the college’s in-district high schools are expected to see a decline in the next several years. Based on the number of students already enrolled at the high schools to predict the rate of decline (MVCC Institutional Research, 2018) high schools in the Moraine Valley district expect to see a 2% decline in the next four years. Between 2025 and 2029, the college-age population in the U.S. also is projected to decline by 15%. This is due to the impact following the 2008 recession, according to the economist Nathan Grawe in a report published by EAB titled “Traditional Student Population Will Fall 15 Percent over the Next Decade.” In 2008, young families who were thinking of starting families during the economic uncertainty had less children, according to the report, and as a result, the college-age population will be a scarce resource in the coming years.