

Muskegon Community College Local Strategic Value Resolution

The Michigan Public Act of 2021 for education omnibus appropriations for fiscal year 2021-2022 has not been approved as of September 9, 2021. However, each year, Section 230 of the education omnibus appropriations act contains qualifications for performance funding. Among the components of the appropriations for all Michigan community colleges is performance funding based on “local strategic value” which is defined in terms of the following three categories:

- 1) Economic Development and Business or Industry Partnerships
- 2) Educational Partnerships
- 3) Community Services

To qualify for full funding, the statute lists fifteen separate best practices for community colleges to achieve. Institutions must satisfy four of five best practices in each of the three different categories. The Board of Trustees must pass a resolution certifying compliance. The resolution shall provide specifics as to how the community college meets each best practice measure within each category. The resolution, along with a copy of the draft minutes of the board meeting, must be submitted to the State Budget Office on or before the fifteenth of each October for a college to be eligible for funding.

Muskegon Community College has met or exceeds the best practice standards as demonstrated in the following table:

MCC Adherence to Best Practices Table

| Best Practices by Category | Examples of MCC Adherence |
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| Category A: Economic Development and Business or Industry Partnerships | |
| <p>1) The community college has active partnerships with local employers including hospitals and health care providers.</p> | <p>MCC has a long history of working with Mercy Health Muskegon. This year our partnership expanded to include the Region 6 Healthcare Coalition. Region 6 is part of the Hospital Preparedness Program (HPP), run through Michigan Department of Health and Human Services (MDHHS). The coalition works with local partners within the region to prepare hospitals, emergency medical services, and supporting healthcare organizations to deliver coordinated and effective care to victims of terrorism and other public health/healthcare emergencies. In 2021 MCC continued cooperating with these partners in response to the COVID-19 pandemic to host vaccine clinics for the public, staff, and students, as well as hold early mass clinics for MCC staff to be among the first to be vaccinated.</p> <p>Mercy Health continues to provide clinical spaces for MCC’s nursing students. Our students also complete rotations through several community health organizations, such as Public Health—Muskegon County, HealthWest, Life Circles, Harbor Hospice, Mercy VNS Home Care, and many others. In addition, our students provide care for residents in several long-term care facilities in Muskegon and Grand Haven.</p> <p>The MCC Respiratory Therapy Program utilizes several West Michigan hospitals for students, including Mercy Health and</p> |

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| | <p>Spectrum Health. In addition, the Respiratory Therapy Program is providing distance education through a collaboration with Munson Medical Center and Northwestern Michigan College. MCC is the degree-granting partner for this collaboration.</p> <p>MCC received a Strengthening Community College grant award in 2021 with Grand Rapids Community College, other colleges and healthcare partners to develop a surgical technician program, as well as a phlebotomy program, that will be implemented over the next four years.</p> <p>MCC has worked with Mercy Health, Spectrum Health, two other community colleges, and West Michigan Works, to create a Medical Assistant apprenticeship program registered with the U.S. Department of Labor and has received state and national recognition as the first of its kind. This program is now housed in our new Health and Wellness Center. Other recent health programs that have been developed with the healthcare and workforce development community include Community Health Worker and Certified Nurse Assistant programs.</p> <p>The Quarterline Family Clinic, a collaboration between Grand Valley State University, Muskegon Community College, and Mercy Health Muskegon is part of our recently opened Health and Wellness Center. This year this clinic served as a FURI (Fever, Upper Respiratory Infection) clinic in response to the COVID-19 pandemic.</p> <p>MCC's Workforce Development Team (WFD) has strong relationships with area employers and companies to develop programs to meet their training and education needs and to provide resources and potential careers to our students. Collaboration is strong as we work with companies on talent pipelines and educational events.</p> |
| <p>2) The community college provides customized on-site training for area companies, employees, or both.</p> | <p>MCC's Workforce Development Team worked with over 60 companies to coordinate internships, apprenticeships, workforce development support, and custom training. Companies that participated in custom training included: Camcar Plastics, CWC Textron, Hilite International, Local 275, Johnston Boiler, Mastertag, Michigan Spring and Stamping, Scherdel Sales and Technology, Seabrook Plastics, Quality Tool and Stamping, and Xri.</p> |
| <p>3) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.</p> | <p>MCC supports small businesses and entrepreneurs and is actively involved in helping students launch new businesses and training future small business owners. In terms of support, we continue to serve as a member of Start Garden, a community-based entrepreneur support organization. Our WFD department provides customized training opportunities for small and large businesses. MCC supports Grand Valley State University's Muskegon Innovation Hub by providing a staff member to serve on</p> |

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| | <p>their Advisory Committee. This collaborative relationship allows for local entrepreneurs to develop new business concepts.</p> <p>MCC helps to create new businesses in several different ways. MCC created and operates the Rooks/Sarnicola Entrepreneurship Institute, a focal point for the College's entrepreneurship program. MCC offers classes leading to an Entrepreneurship Certificate and Associate degrees combining field of study with entrepreneurial training. The Rooks/Sarnicola Entrepreneurship Institute offers an annual \$10,000 award for a student's startup business and that has supported the successful launch of two small businesses.</p> <p>The Lakeshore Fab Lab is physically and functionally connected to the Rooks/Sarnicola Entrepreneurship Institute. It is equipped with state-of-the-art 3D printers, CAD software, laser etchers/cutters, CNC router, and more. It is open to the community, enabling entrepreneurs and inventors to bring their new product ideas into physical reality. The Fab Lab is adjacent to the college's Sturris Technology Center, located in the heart of the City of Muskegon. It is convenient for inner-city residents and contributes to Muskegon's downtown economic development.</p> <p>MCC trains future small business owners through the Community E Program (entrepreneurial training) which has involved up to 20 disadvantaged/at risk high school students. This 10-week program requires participants to start a business and culminates in a mini trade show where students sell their products and services to the community.</p> <p>The College also collaborates with several community youth organizations to promote STEM and entrepreneurship. Examples of organizations include: Boys & Girls Club, 4H Tech Wizards, Girl Scouts, and Big Brothers/Sisters.</p> |
| <p>4) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.</p> | <p>MCC operates the Sturris Technology Center (STC) which houses the college's Applied Technology department and the Lakeshore Fab Lab. This Technology Center has many industry focused labs including welding, machining, CAD, automation, electronics, materials testing and foundry. The Center supports many industry partnerships, and both credit, and non-credit, education. Companies are engaged at the STC by sending employees for training and education, participating in advanced manufacturing student recruitment events, and serving on advisory councils.</p> <p>This year MCC partnered with the West Michigan Food Processing Association to enter a ground lease for the Association to complete construction on a facility called FARM (Food, Agriculture, Research, Manufacturing). This incubator/accelerator will allow companies or entrepreneurs to pilot food processing techniques. It opened in May of 2021 and has two current tenants.</p> <p>Eighty MCC students completed internships within skilled trades, business, graphic design, CIS, and law enforcement majors. MCC</p> |

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| | <p>has over 120 students who are engaged in apprenticeships in skilled trades such as tool and die makers, electrical, welding, and machining.</p> <p>The Lakeshore Fab Lab educates area inventors of all ages on advanced machine usage, idea design, and prototype creation. It is an alternate resource for local companies needing rapid and/or complex 3D prototype capabilities or additional capacity.</p> |
| <p>5) The community college has active partnerships with local or regional workforce and economic development agencies.</p> | <p>MCC continues to work with local partners and economic development agencies including West Michigan Works! and Michigan Works! West Central, and the Chambers of Commerce, as well as the economic development agencies, in the communities we serve. MCC’s president, Dr. Dale Nesbary, is on the Talent 2025 Board of Directors as well as their CEO Leadership Council and Higher Education Committee. Dr. Nesbary also serves on the board of Lakeshore Advantage, the economic development agency for Ottawa County.</p> <p>MCC continues to partner with approximately 15 other local and regional economic developers and training providers on a regional Muskegon Business Resource Team. This group does retention visits to local firms and provides business resources for firms to adapt to the COVID-19 pandemic. MCC has been a part of establishing a Business Resource Team in Ottawa County. MCC and the Michigan Manufacturing Technology Center (The Right Place) collaborate with company consultants and the development of training plans for local employers. MCC also plays an active role in Discover Manufacturing, a sector-based strategy of West Michigan Works! In 2021 MCC joined the West Michigan Energy Partnership sector organization made up of utilities and workforce development agencies.</p> |
| <p>Best Practices by Category</p> | <p>Examples of MCC Adherence</p> |
| <p>Category B: Educational Partnerships</p> | |
| <p>1) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, direct credit, middle college, or academy programs.</p> | <p>MCC has early college programs with the Muskegon Area Intermediate School District (MAISD), the Ottawa Intermediate School District (OAISD) and the Newaygo Regional Education Service Agency (NCRESA), all of which are more than five years old and involve most high schools in the three-county area. For the 2020-2021 academic year 402 students were served in these Early College programs. The College, in 2018, began partnering with the Muskegon Career Tech Center to offer an Accelerated Technical Institute (ATI) early college track that is resulting in more direct credit, early college, and Applied Science Degrees to area students.</p> <p>MCC has dual enrollment with many high schools in Muskegon, Ottawa, Oceana and Newaygo Counties and we offer both direct credit and articulated classes in partnership with the Muskegon, Newaygo, and Ottawa Careerline Tech Centers. During the 2020-</p> |

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| | <p>2021 academic year 483 students enrolled as dual enrolled students and 300 students participated in our direct credit offerings. Technology training conferences and other special events are held in cooperation with the MAISD.</p> |
| <p>2) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.</p> | <p>Typically, MCC hosts many enrichment activities each year, for thousands of students from kindergarten through twelfth grade. This year, due to COVID-19, we were unable to host or participate in these events. We anticipate returning to normal as the pandemic eases.</p> <p>Examples of these activities include Lakeshore Fab Lab STEM activities, WINGS (summer enrichment program with MAISD), field trips at the Bartley Science Center and the MCC Planetarium, a Welding competition for area high school students, etc.</p> |
| <p>3) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.</p> | <p>MCC has an Upward Bound program with Muskegon and Muskegon Heights Schools that continued remotely during the COVID-19 pandemic.</p> <p>To help students make a smooth transition to college we held our annual high school counselors' appreciation and informational meeting, which continued virtually. MCC partners with area high schools for College Visit Days and almost every high school in the area participates. The senior class trips to the college take place in the spring to help launch students into Fall Semester at MCC. This year the visits were conducted virtually. High school seniors received placement testing, advising, new student orientation, and registered for their first semester of college classes before they graduated from high school.</p> <p>MCC hosted six virtual Career Pathway events to inform students of different career fields and how they obtain the education necessary to enter the careers of their choice.</p> <p>Due to COVID-19 MCC was forced to cancel the Muskegon Area Honors Orchestra, which includes musicians from several area high schools, home schooled students, and MCC students, and the West Michigan High School Theater Festival. Normally, hundreds of high school thespians participate, and we look forward to resuming when the pandemic subsides.</p> <p>MCC Admissions hosted a virtual College Night, with many four-year colleges participating, to help area students learn about higher education and how to transition from high school to college. Individual meetings with high school students were held virtually to help students prepare to enter MCC for the first time.</p> <p>MCC participates in several college, job, and career fairs, and has representatives serving on several College Access Network boards and leadership teams.</p> |
| <p>4) The community college provides, supports, or</p> | <p>Michigan's two new innovative programs for community college students, Futures for Frontliners (F4F) and Reconnect, gave MCC</p> |

participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation, GED testing, or recruiting, advising, or orientation activities specific to adults.

the opportunity to reach out to adult students and help them transition to, or back to, college. MCC obtained a grant from the Michigan College Access Network (MCAN) to employ two completion coaches to support adult students. The college obtained a Sixty by 30 grant to employ another completion coach for adult learners. Special town hall meetings were held virtually to provide information and support. In Winter 2021, 801 students enrolled at MCC through the F4F Program. In Summer 2021, 600 students enrolled through the combined F4F and Reconnect Programs.

MCC's Provost and Executive Vice President currently serves as a F4F and Reconnect Community College Lead with the Office of Sixty by 30 within the Michigan Department of Labor and Economic Opportunity.

MCC leases space in the Sturris Technology Center to the Orchard View Adult Ed consortium of five local school districts. Adult education classes and GED preparation are offered at the Center and set up a seamless transition to college. Additionally, adult students are a specific target group identified in our current Strategic Enrollment Management Plan. MCC has an enrollment representative assigned to adult students and has set up an admissions process more in tune with adults. Specialized recruitment occurs at the adult education centers and at Michigan Works!. MCC offers a career assessment to help adult students with decision-making, planning, goal setting, and the transition to college.

To further assist with the transition to college, we offer a comprehensive orientation program and provide one-on-one help to students. There is a College Success Center and a Tutoring Center on campus with full time staff who assist students with reading, writing, and math skills, as well as class-specific support. We have professional advisors/counselors for all MCC students. Due to COVID-19 all services were offered virtually through 2020-21 in addition to limited on-campus support.

MCC hosted six virtual Career Pathway events to inform students of different career fields and how they obtain the education necessary to enter the career of their choice.

MCC provides individualized transition assistance for veterans and their families through our Veteran's Office. Veterans may also receive credits from the Defense Activity for Non-Traditional Education Support (DANTES) examination and the Joint Service Transcripts (JST). MCC is a Gold Level Veteran-Friendly school.

MCC's Life Experience Assessment Program (LEAP) and College Level Examination Program (CLEP) provide ways for adult students to gain college credit for knowledge, skills, and competencies learned elsewhere. The MCC Testing Center administers the College Board CLEP Tests.

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| | <p>MCC normally hosts two large community job fairs each year but was unable to do so in 2020-21 due to COVID-19. These fairs connect employers with students and community members. We collaborate in many ways to get prospective students trained for good paying jobs in this community.</p> <p>The college is entering its third year of offering a debt forgiveness program for former MCC students who left three or more years ago and owe money to the college. The MCC Care Team provides direction and support to returning students applying under this initiative.</p> |
| <p>5) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.</p> | <p>MCC created a new professional staff position, Career Services and Transfer Manager, to connect students to opportunities at four-year colleges and with employers.</p> <p>MCC has a reverse transfer agreement with Ferris State University, Grand Valley State University and Western Michigan University. MCC has active articulation agreements with several four-year colleges including Central Michigan University, Western Michigan University, Grand Valley State University, Davenport University, Northwood University, Michigan State University, Ferris State University, among others. Also, MCC has 3+1 agreements with Ferris and Northwood University. MCC also hosts many four-year institutions' admissions representatives on our main campus (Transfer Tuesdays, held virtually in 2020-2021). GVSU and MSU also have an advising staff presence on MCC's campus. In 2017, MCC entered a partnership with the Institute of Agriculture Technology at MSU to offer MSU certificates and MCC degrees for students in this field.</p> <p>MCC is active in the Michigan statewide transfer pathway initiative to develop and promote seamless transfer from community colleges to four-year colleges and universities in 10 pathways, or majors. MCC's Vice President for Academic Affairs serves on the statewide Transfer Steering Committee, a group coordinated by the Michigan Community College Association and the Center for Student Success.</p> <p>MCC has concurrent enrollment agreements with GVSU and MSU for Nursing students to work toward an Associate in Applied Science in Nursing and a Bachelor of Science in Nursing at the same time. MCC also has a consortium agreement with GVSU which allows students in their Bachelor of Science in Allied Health to earn a Respiratory Care Emphasis by concurrently enrolling in MCC's Respiratory Therapy program. Formal consortium agreements allow students to receive financial aid based on enrollment at both schools.</p> |
| <p>Best Practices by Category</p> | <p>Examples of MCC Adherence</p> |
| <p>Category C: Community Services</p> | |

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| <p>1) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.</p> | <p>MCC offers a variety of continuing education opportunities such as non-credit courses, workshops, speakers' series, and special events to meet the lifelong learning needs of the community. Programming emphasizes professional development, personal enrichment, and community outreach. Our programs range from Project Intercept – Values Clarification and Domestic Violence, offered in partnership with the Muskegon County District Court; Jayhawk Academy (social, independence, employment skills training for adults with disabilities and unique needs); and presentations on historical and current events offered through Experiential Learning. When COVID-19 is no longer a limiting factor MCC will resume access to the Health and Wellness Center fitness equipment for area adults.</p> |
| <p>2) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.</p> | <p>Muskegon Community College offers many opportunities. In cultural offerings, the college has several art, theater, and musical productions each year which are open to the community. Community members also have many opportunities to participate in musical groups and theater productions. MCC sponsors a lecture series on current topics, a writers' series which promotes writing contests and brings authors to the community, and a community arts and humanities festival known as the "AH Fest". MCC's Overbrook Art Gallery is free and open to the public. COVID-19 continues to impact our campus offerings to the public as our Carr-Fles Planetarium and John Bartley Science Museum have not been able to host community or K-12 groups, but operations will resume in person as soon as it is safe to gather in public groups.</p> <p>The college has 17 athletic teams and all sporting events at the college are open and free to community members. The college-owned University Park Golf Course is open to the public.</p> <p>MCC's Senior Citizen Tuition Waiver allows Muskegon County residents who are 60 or older to take college classes at a discounted price.</p> <p>MCC also hosts many community events that promote enrichment including the MLK Unity Breakfast and the Veterans Day program. MCC has a campus-wide series of panel discussions, lectures, and programs called "And Justice for All" to educate students, staff and the community on current topics pertaining to equity and social justice. Due to COVID-19, many of these events and programs were presented virtually in 2020 and 2021, but we are eager to resume in-person gatherings.</p> |
| <p>3) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members,</p> | <p>MCC's Meijer Library and Information Technology Center is open to the community. We welcome our community members to enjoy the Overbrook Art Gallery, Carr-Fles Planetarium, John Bartley Science Museum, the Overbrook Theater, and the MCC TV Station programming. MCC's Writing Center helps students as well as community writers. There are regular theater, music, and</p> |

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| <p>such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.</p> | <p>dance productions and art gallery presentations open to the community. The new Lakeshore Fab Lab is open to the public on a membership basis for inventors, creators, and entrepreneurs. Some MCC facilities continue to be closed due to COVID-19, but we are resuming the Art Gallery, Library, live theater and musical performances, and the Lakeshore Fab Lab under strict COVID-19 guidelines.</p> |
| <p>4) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.</p> | <p>MCC offers a campus recreation program that is open to all. Sporting events are open to the public and free of charge. The College also has a nature trail, tennis courts, and a golf course that are open to the community. Continuing Education provides and promotes physical activity, health, and wellness through classes, such as Urban Hustle, and workout facilities at our new Health and Wellness Center. In a unique partnership with Mercy Health, primary health care services are available to community members at the Mercy Health Quarterline Clinic within the MCC Health and Wellness building. On the college campus there is the Kasey Hartz Natural Area with a guided, and nonguided, nature trail available to the public. MCC facilities were open through March 2020, some have been closed since due to COVID-19, and some have been reopened under COVID-19 protocols. All facilities will re-open when the pandemic eases.</p> |
| <p>5) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.</p> | <p>Many MCC staff and faculty serve on the boards of non-profit organizations, such as United Way of the Lakeshore, Muskegon Opportunity, Muskegon Promise Zone, Trinity Health, Goodwill, Oceana County College Access Network, and many more.</p> <p>MCC's gym is a polling location for local, state, and national elections. In 2020 MCC was a Pacesetter organization for the United Way of the Lakeshore campaign and MCC employees are active participants in the United Way's National Day of Caring. MCC student clubs and employees are active in the community through guest lectures and community service events. The college works with community veterans' organizations to organize and host an annual Veterans Day ceremony (held virtually in 2020) which serves as a "Salute to Veterans." Although currently paused due to COVID-19, MCC launched and will operate, in partnership with Goodwill, the Jayhawk Academy. This is a program for adults with disabilities and unique needs who desire skills to be better equipped to face day-to-day challenges while learning employability skills. Community Family Fest, an annual community picnic and open house, welcoming over 700 guests, but could not be held in 2020 due to COVID-19.</p> |

Therefore, the following resolution is proposed:

That the Muskegon Community College Board of Trustees certifies that the College has met or exceeds the best practice standards required for state appropriations under Section 230 of the anticipated Michigan Public Act of 2021 to be approved for education appropriations.