



Muskegon Community College

Capture the Moment:
2010-2016 Strategic Plan

FINAL REPORT



Capture the Moment: 2010-2016 Strategic Plan

In today's changing economic, cultural and technological landscapes, planning for the future is critical. The vision put forth in this Strategic Plan incorporates bold ideas with imagination tempered with the reality of today. As I enter my second year at Muskegon Community College, my goal of making MCC the best community college is supported by this plan.

The time is now for Muskegon Community College to position itself as “the first and best choice” for educational opportunities. Capturing this moment is strategically important for MCC to position itself as an integral part of the West Michigan community leadership.

This Strategic Plan outlines a clear path for MCC's future growth and reinforces the need for all to Capture the Moment.



Dale K. Nesbary, Ph.D.
President
Muskegon Community College

THE PROCESS

In October of 2009 the call went out to all interested staff to participate in the development of MCC's next Strategic Plan. Beginning with an initial organizational meeting, Dr. Nesbary outlined the ground rules and current national, regional and local research results, issues and trends. A subcommittee structure was established giving each a series of charges to guide the planning process. A number of committee and subcommittee meetings were held, both on and off campus, over the following months. These meetings brought together MCC staff, Board of Trustee members and community stakeholders and focused on specific hopes, fears, strengths, priorities, trends, and competition.

The committees charge was to discuss, review, strategize and develop the plan priorities. As predicted by Dr. Nesbary at the opening organizational meeting, tough questions were addressed and honest discussions revealed opportunities. These discussions resulted in data, community input and ideas that were further refined into the five Strategic Plan Priorities and corresponding goals, all developed in support of the College's Mission, Vision, Guiding Values, and Guiding Principles.

Note: In late 2015, this 2010-2015 plan was updated to expand through 2016; the final report for each goal is indicated in blue text.



MISSION

Muskegon Community College, an associate degree-granting institution of higher education, is a center for lifelong learning which provides persons the opportunity to attain their educational goals by offering programs that respond to individual, community and global needs. To fulfill its mission, MCC is committed to:

1. Prepare students for successful transfer to four-year colleges and universities, and enable students to pursue higher-level degree opportunities through our local partnerships with university programs.
2. Prepare students in critical thinking, communication and long-term learning skills for the changing challenges of the future.
3. Develop technical and vocational skills necessary to enter and/or advance in the technologically sophisticated workplace of the 21st century.
4. Provide for the assessment and/or improvement of learning skills and attitudes necessary for a successful educational experience.
5. Meet the unique educational, cultural, and societal needs in the community through special courses, seminars, and exhibits.
6. Respond in a rapid fashion to the ever-changing educational and training needs of local and regional business and industry.
7. Stimulate intellectual curiosity, promote humanitarian values and enhance the general educational experiences necessary for persons to function as effective citizens.
8. Create an atmosphere where diversity is acknowledged and encouraged.
9. Provide comprehensive student services that are conducive to student learning and satisfaction in all facets of the college experience and appropriate to an open door community college.

VISION

Building our community's gateway to opportunities... Creating the first and best choice for success.

GUIDING VALUES

The Pursuit of Knowledge: A place where all staff and students share goals and work together to strengthen teaching and learning

Academic Freedom: A place where freedom of expression and civility are practiced, encouraged, and protected among all groups

Diversity: A place where every person is respected and where diversity is pursued

Quality: A place where staff accepts their obligations to each other and where service to others, internally and externally, is encouraged

Shared Governance: A place where the well-being of each individual is supported and where well-defined governance processes guide behavior for the good of the institution

Community Leadership: A place whose ideas and resources are shared with other members of the educational community – locally, regionally, nationally, and internationally

Professional Collegiality and/or Integrity: A place in which the institution's rituals, affirming both tradition and change, are shared and where the accomplishments of its staff and students are recognized

Access: A place where we promote and embrace community partnerships with a variety of organizations, agencies and institutions



STRATEGIC PLAN PRIORITIES

Priority #1: Academic Foresight

Anticipate, analyze and justify existing and new academic programs to the end goal of each program being viable, sustainable and financially feasible. Special emphasis on Liberal Arts and General Education, Distance Education, Health Care/Core Sciences, Fine Arts/Visual Arts, Continuing Education, and other unique programs.

Goals:	2017 final update
<ul style="list-style-type: none"> • Develop processes that encourage innovative thinking in program development. 	<p><i>The Instructional Affairs Council (IAC) approved 35 new programs 2010-2016. Faculty and staff use regional labor market data, transfer opportunities, and community needs assessment data when developing course and program ideas. Federal Gainful Employment criteria is followed for all new certificate programs.</i></p> <p><i>There are four new early college programs, plus career tech early college programs in Newaygo and Muskegon Counties.</i></p> <p><i>Study abroad opportunities are available in Germany, Belize, and Nevis/Bahamas, with new options being evaluated.</i></p>
<ul style="list-style-type: none"> • Evaluate and implement processes that strengthen academic success. 	<p><i>MCC is an Achieving the Dream Leader College; to that end we are implementing the recommended 13 high impact practices with 7 fully implemented by 2017. Student success topics are the primary focus of professional development activities.</i></p> <p><i>Specific general education reports are kept by the Dean of Instruction and Assessment in Academic Affairs. General student progress and achievement data is compiled by IR and IT and communicated to faculty through Student Success leads.</i></p>
<ul style="list-style-type: none"> • Evaluate existing programs to determine sustainability and relevance for student and community needs. 	<p><i>Programs are continuously reviewed and come into rotation for evaluation a minimum of every five years. In addition, there is the SSEOP review of occupational programs, the liberal arts discipline review, and additional evaluation for special accreditation programs like nursing, RT, and early childhood.</i></p> <p><i>MCC's Lakeshore Business & Industrial Service Center continues to work with business and industry contacts to determine specific needs.</i></p>
<ul style="list-style-type: none"> • Evaluate, recommend, and implement relevant course delivery systems that meet student and community needs. 	<p><i>The HLC approved MCC offering degrees 100% online; a Distance Education Committee is in place to monitor these efforts.</i></p>
<ul style="list-style-type: none"> • Promote lifelong learning through the development of unique and community-driven offerings, evaluate community interest for new academic and community education programs. 	<p><i>We continue to work and collaborate with community organizations to expand lifelong learning options</i></p>



STRATEGIC PLAN PRIORITIES

Priority #2: Services to Students and Community

Continue to identify, develop, and evaluate processes that promote student success and meet community needs and expectations.

Goals	2017 final update
<ul style="list-style-type: none"> • Provide comprehensive career development services for a diverse student population. 	<p><i>A Career and Transfer Coordinator was hired in 2016. Ongoing services are provided and are expanded as funding and other resources allow.</i></p>
<ul style="list-style-type: none"> • Continue to refine and enhance student recruitment using a variety of effective techniques. 	<p><i>Marketing efforts continue to be evaluated and enhanced as resources allow. Two types of software were implemented in 2016; “Recruiter” assists with following up with prospective students who contact MCC, and “Pilot” software aids in retention/persistence efforts.</i></p>
<ul style="list-style-type: none"> • Continue to enhance student persistence and success practices. 	<p><i>Student Success Committee is in place and is led by Kelley Conrad, JB Meeuwenberg, and Jenny Klingenberg. They are implementing Guided Pathways and monitoring persistence, retention, and graduation rates.</i></p>
<ul style="list-style-type: none"> • Provide programs and events that respond to community needs locally, regionally, nationally, and internationally. 	<p><i>Our enrollment services reps work closely with MCC’s Lakeshore Business & Industrial Service Center to identify and meet local business and industrial training needs.</i></p>



STRATEGIC PLAN PRIORITIES

Priority #3: Physical Space and Infrastructure

Plan, prioritize, evaluate and fund short- and long-term needs for on-campus building enhancements and off-campus, needs-driven expansion.

Goals	2017 final update
<ul style="list-style-type: none"> Optimize use of current space. 	<p>Student head count has increased by over 10% since 2011. To help increase efficiencies and reduce expenses, we continue to strive towards scheduling that will provide the greatest amount of enrollment at lowest possible cost.</p> <p>Implementation of room scheduling software (dependent on budget approval) will help increase energy efficiency and effective use of space.</p> <p>We use information collected from community members, agencies and organizations to determine classes, programs, activities and training.</p>
<ul style="list-style-type: none"> Meet communication infrastructure needs for future developments. 	<p>New website was implemented in 2014 and a portal was completed in 2013. Communication infrastructure, IT, security, and sustainability is considered in all construction projects.</p>
<ul style="list-style-type: none"> Utilize Facilities Audit for continued preventive maintenance. 	<p>SchoolDude facility maintenance software was implemented in 2012 and provides comprehensive tracking and reporting for all parties. The annual maintenance schedules are monitored, implemented, and tracked. The capital improvement/deferred maintenance plans are reviewed annually and monitored on an ongoing basis.</p>
<ul style="list-style-type: none"> Incorporate an emphasis on sustainability and recycling efforts with all facility improvements. 	<p>All offices and classrooms now have paper recycling containers and there are over 50 recycling bins in general areas that accept glass, metal, and plastics 1-7, plus 4 quad recycling centers. In addition, compost efforts started in 2013, MCC recycles 10.4 tons of materials annually.</p> <p>Continued conversion to LED lighting is underway in existing facilities and all new constructions uses LED and other energy-efficient options, which provides rebate revenue. Energy consumption has been reduced by over 9% since 2010.</p>

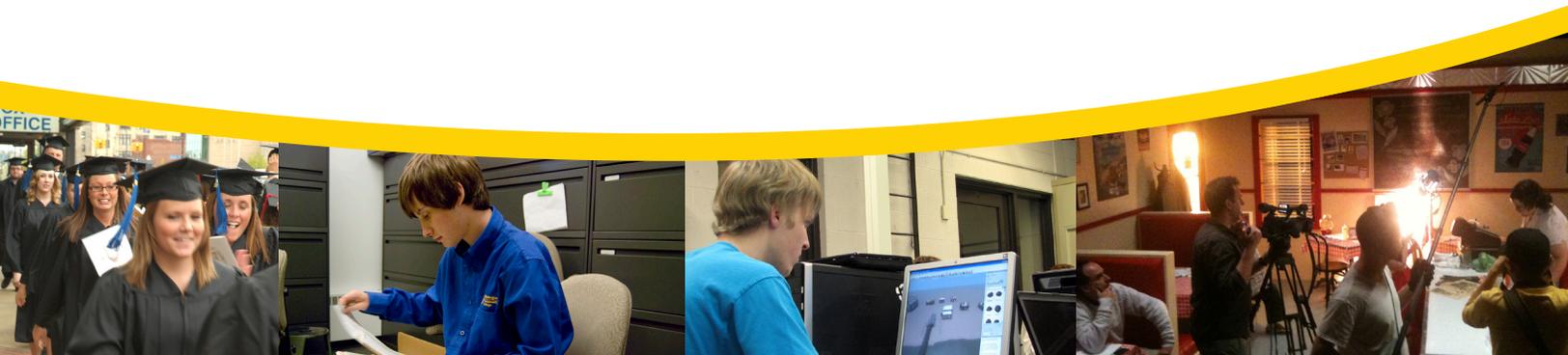


STRATEGIC PLAN PRIORITIES

Priority #4: Resource Development

Develop and sustain new and innovative funding streams, partnerships and collaborative efforts that will produce future financial stability.

Goals	2017 final update
<ul style="list-style-type: none"> • Grow donor and alumni stewardship through increased fundraising efforts and enhanced marketing strategy. 	<p><i>The Foundation for MCC (FMCC) annual fund campaign goal was met or exceeded every year since 2010 and the number of donors more than doubled from 2010 to 2014. The Raiser's Edge database reflects 2,079 donors as 12/16/16.</i></p> <p><i>While the estimated \$2.5 million capital campaign has not yet been officially launched, several donors have made a lead gifts.</i></p>
<ul style="list-style-type: none"> • Research and pursue grant opportunities that will further MCC's mission. 	<p><i>Office of Institutional Research and Grants has worked with faculty and staff to secure over \$16.5 million in federal, state and local grants 2010-2016, including EDA, TAA Nova, MEDC, MEDA and Perkins. In addition, the FMCC secured \$126,500 from Arconic, Consumers Energy, and Comerica Foundations as of 12/31/16.</i></p>
<ul style="list-style-type: none"> • Cultivate mutually beneficial relationships that promote financial opportunities and revenues. 	<p><i>There are 730 alumni with verified alumni information in the Raiser's Edge database as of 1/1/17, up from a total of less than 100 in 2010. This will increase substantially when data is imported from recent Harris research project.</i></p> <p><i>FMCC's new Legacy Society has 48 donor members who plan to make a bequest to MCC.</i></p>
<ul style="list-style-type: none"> • Evaluate and improve communication infrastructure. 	<p><i>New website was implemented in 2014 and a portal was completed in 2013.</i></p> <p><i>In 2012, all viewers of MCC TV were invited to participate in survey to get feedback and determine level of viewer satisfaction and 85% of respondents rates programming as good to excellent. The goal is to increase that, and are working to meet this by through faculty and staff involvement to improve content.</i></p> <p><i>Wayfinding and signage will be updated in 2018-19.</i></p>
<ul style="list-style-type: none"> • Develop multi-year budget planning. 	<p><i>The budget process includes forecasting to the extent possible given variables in local and state issues.</i></p>



STRATEGIC PLAN PRIORITIES

Priority #5: Human Resource Management

Manage Human Resources to meet the evolving needs of the College.

Goals:	2017 final update
<ul style="list-style-type: none"> Enhance and streamline hiring, orientation, mentoring and evaluation processes for prospective and current staff. 	<p><i>New applicant tracking software, Silkroad, was successfully implemented in 2016 and vastly improves the experience for our candidates and supervisors.</i></p> <p><i>In addition to individual orientation upon hire, a semester-long orientation program was implemented.</i></p>
<ul style="list-style-type: none"> Continue to strive to be a “best employer” by integrating available technology, promoting diversity and improving customer service to all stakeholders. 	<p><i>Turnover is very low at a little over 2% (without retirements). Most leave MCC only for retirement and report they would recommend us to family and friends as a good place to work!</i></p> <p><i>Employees closely reflect the diversity of the communities we serve with 14.5% minorities, compared to 14.95% minorities in Muskegon, Newaygo, and Ottawa Counties. Enhancements from the Silkroad implementation increased the number of applicants and diversity; 2015-16 new hires were 65% female, 35% male and 30% minority.</i></p> <p><i>In addition to Silkroad, technology improvements include new portal pages, improved website, and new features in Colleague software. Service to employees, and morale, has improved via recognition programs and other benefits.</i></p>
<ul style="list-style-type: none"> Continue to evaluate the organizational structure of the college. 	<p><i>Organizational structure is evaluated on an ongoing basis to ensure we meet evolving institutional needs within budget perimeters.</i></p>
<ul style="list-style-type: none"> Evaluate and strengthen the staff development program. 	<p><i>Ongoing professional development opportunities are offered to all employees and new offerings are developed based on requests and institutional needs.</i></p>
<ul style="list-style-type: none"> Evaluate and enhance communication concerning compliance with federal and state requirements. 	<p><i>Work and training has taken place in many areas including but not limited to forms, safety training including ALICE, training from FEMA, Title IX, ACA, FMLA, etc. More importantly we are adding a Director of Compliance and Deputy Title IX Coordinator to help us manage our compliance items.</i></p>



2010 STRATEGIC PLANNING PARTICIPANTS

Dale Nesbary, President

John Bartley, Co-Chair

Diana Osborn, Co-Chair

Leona Adams, Administrative Secretary, Academic Affairs

Mike Alstrom, CIO Office of Information Technology, SunGard

Sally Birkam, Dean of Student Success & Campus Outreach

Janie Brooks, Vice President of Student Services

Kelley Conrad, Counseling Coordinator

Jordan Conrad, Muskegon Community College Student

Steve Cousins, Superintendent, Reeths-Puffer School District

Tina Dee, Director of Community Relations

Joe Doyle, Vice President of Administration

Steve Edwards, Administration, Reeths-Puffer School District

Ed Garner, Muskegon Chamber of Commerce

Tom Harryman, Instructor, Creative and
Performing Arts Department

Aaron Hilliard, Director of Human Resources

Dorothy Lester, Board of Trustees, Chair

Marty McDermott, Director of Athletics

Anne Meilof, Director of Institutional Research & Grants

Michael Mieczkowski, Custodial

Jim Nesbitt, Independent Consultant/Trainer

Tom O'Brien, Director of Business/Industrial Service Center

Shawn Scott, MCC Student, Bay Window

Teresa Sturrus, Vice President of Academic Affairs

John VanWyck, Frontier Communications/
Foundation for MCC Board

Andy Wible, Instructor, Creative & Performing Arts Department

Brenda J. Mitcheltree, Administrative
Assistant, Administrative Services

Subcommittees:

Academic Programs and Policies

Subcommittee Lead: Teresa Sturrus, Vice President for Academic Affairs

Janice Alexander, Coordinator/Counselor

Dan Bialas, Instructor, Business Department Chair

Sherry Fairfield-Tagle, Instructor, Education Department Chair

Michael Johnson, Instructor, English/Communications Department

Jennifer Klingenberg, Instructor, English/
Communications Department Chair

Darren Mattone, Instructor, Life Science Department

Charlyne Parker, Instructor Computer Information Systems

Denise Passage, Instructor, Computer Information Systems

Sandy Ring, Assistant Director of Student Life & Success

Dan Rypma, Instructor, Health/Physical Education/Recreation

Beth Smith, Instructor, Health/Physical Education/Recreation

Dave Stradel, Instructor, Business Department

Non-Academic Programs and Policies

Subcommittee Lead: Marty McDermott, Director of Athletics

Carol Briggs-Erickson, Coordinator for Library Services

Irene Church, Instructor, Business Department

Kelley Conrad, Counseling Coordinator

Darlene Dehudy, LITC

Lynda Ferry, College Success Center Paraprofessional

Erin Hoffman, Instructor, Creative &
Performing Arts Department

William Jacobks, Instructor, Social Science Chair

George Maniates, Dean of Enrollment Services

Greg Marczak, Dean of Instruction and Assessment

Tobias Moleski, Instructor, Math/Physical Science Department

Colleen Morse, Athletic Department Secretary

Darlene Pekar, Student Services-Admissions Processor

Cathy Rusco, Instructor College Success Center Chair

Mary Tyler, Instructor, English/Communications Department

Community Relations

*Subcommittee lead: Sally Birkam, Dean of
Student Success & Campus Outreach*

Dan Bialas, Instructor, Business Department Chair

Edward Breitenbach, Instructor, English/
Communications Department

Harry Brown, Instructor, Creative and
Performing Arts/Business

Pam Brown, Director of Nursing Program

Tina Dee, Director of Community Relations

Sherry Fairfield-Tagle, Instructor, Education Department Chair

Amy James, Business Services Manager

Bonnie Lipan, Instructor, Business Department

Renica Minott, Counselor

Katherine Tosa, Instructor, Social Science Department

Timothy Trainor, Instructor, Computer Information Systems

Infrastructure

*Subcommittee lead: Joe Doyle, VP of Administration
and Tom Harryman, Instructor*

Ed Bailey, Volleyball Coach

Tim Norris, Instructor, Creative and
Performing Arts Department

Jeff Stipes, Instructor, Industrial/Manufacturing
Technology Department

John Truax, Instructor, Math/Physical Science Department

Theresa Vanveelen, Department Chair,
Life Science Department

Sheila Wahamaki, Department Chair,
Creative and Performing Arts

Rosemary Zink, Director of Finance



An Accountable and Transparent Process for Going Forward

It is important to note that the plan outlined in this document is intended as an overview that summarizes our operational priorities. The true accomplishments will occur with the implementation of the measurable goals, strategies, and tactics. MCC is developing a stronger culture of accountability and implementing a continuous quality improvement plan model that will define measurable goals and metrics for each area of our mission. The progress of these measurements will be monitored by the President's Cabinet on a monthly basis.

Regular reporting to our stakeholders is an essential element in our strategic planning cycle. As a public institution, MCC has many constituents who have a legitimate interest and stake in its performance. First and foremost in this category is our students and their families who provide the majority of revenues and represent the core of our mission. Appropriations from the State of Michigan help make program development and expansion possible, so we are accountable to the broader public and elected officials as well. In addition, MCC is accountable to its generous donors, whose support helps improve programming and increases access to education.

While measurements will provide us with an indication of our progress, we understand that continuous quality improvement plans are intended to be just that; continuous. The journey towards excellence is ongoing, without end or destination. Therefore, our strategic plan, and our progress, will be evaluated each month and adjusted as needed depending on evolving community needs and varying conditions. We are beginning a continuous cycle of assessment, planning, and evaluation. Our current plan represents a starting point from which we will begin the journey of capturing the moment and achieving the dream.

Implementation and Evaluation Team

Implementation, evaluation, and reporting of the College's Strategic Plan is managed by the President's Cabinet. For more information, please contact Dr. Dale K. Nesbary, President at president@muskegoncc.edu.



A goal without a plan is just a wish.
– Antoine de Saint-Exupery





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221 S Quarterline Road, Muskegon MI 49442 • www.muskegoncc.edu