Muskegon Community College

Successful Students,
Successful Communities

2017-2022 STRATEGIC PLAN
Our 2017-2022 Strategic Plan captures the momentum created by our most recent strategic plan and major accomplishments, which have earned us statewide and national acclaim. In 2015, MCC was designated a national Achieving the Dream Leader College, reaffirming our dedication to student success. In 2017, BestColleges.com ranked MCC as the top community college in the State of Michigan.

Our Successful Students, Successful Communities five-year plan reflects the input from our partners in business and industry, education, nonprofits, government, as well as the greater community. Representatives from our campus and 52 other organizations joined to help identify a vision to meet student and community needs.

The plan’s five priorities - student support, academic programs, facilities and infrastructure, community engagement, and culture - work together to advance student success. Each goal has measurable objectives and key performance indicators. Our progress will be shared with the campus and community throughout the five-year implementation process. As always, community input is welcome.

Dr. Dale K. Nesbary, President
Muskegon Community College

Throughout the 2016-2017 academic year, over 180 volunteers from the campus and community worked together to develop an integrated strategic plan to guide the activities of Muskegon Community College over the next five years. The college had the goal to create a strategic plan for the community, by the community. To that end, community input was sought throughout the process through listening tour events, preview forums, and surveys. The results is a plan with five priorities, all focused on student success.

Muskegon Community College followed an integrated planning process that works to build relationships and align all areas of the organization. Our integrated plan incorporates vertical alignment, to ensure there is a direct connection from mission to on-the-ground operations, and horizontal alignment so that all departments are effectively working together towards the same institutional goals. Planning consultant Nick Santilli and materials from the Society for College and University Planning (SCUP) guided our process and ensured integrated planning best practices were employed.

This publication provides a summary of Muskegon Community College initiatives through 2022. More in-depth planning documents that outline measurable objectives, strategies, and tactics are available upon request. The Implementation Team will monitor progress on a monthly basis and provide updates to the campus each quarter. In addition, there will be an annual report to the community. If you would like further details, contact Tina Dee, Director of Strategic Initiatives, at strategic.planning@muskegoncc.edu or visit muskegoncc.edu/strategicplanning.
Priority #1 Student Support
Provide comprehensive support systems to ensure student success

Goals:

- Continue improving outstanding service initiatives to further enhance the student experience from awareness, application, and enrollment, through graduation and lifelong engagement
- Increase awareness of and improve systems related to financial aid, scholarships, and other funding sources
- Improve collaborations and outreach with K-12 partners and prospective students to provide clear pathways to higher education opportunities
- Continue to improve student learning as evidenced by pass rates, persistence and retention, GPA, and goal attainment
- Strengthen collaborations with higher education partners to increase the percentage of students who transfer to and succeed at four-year institutions

Measurable objectives are set for each goal. Examples of related Key Performance Indicators for this priority include: Student goal attainment, graduation rates, and student satisfaction survey results.

Priority #2 Academic Programs
Develop, implement, and evaluate relevant and innovative programs that meet current and emerging student, business, industry, and community needs

Goals:

- Provide viable courses and programs that address the changing needs of a diverse community
- Meet current needs by offering new courses and programs in the areas of health care, science, and technology, as identified by the 2016-2017 Needs Assessment Survey
- Develop and implement a system of ongoing regional market analysis that informs what programs, delivery methods, and locations are needed to meet community/business needs in Muskegon, Ottawa, and Newaygo Counties
- Evaluate our effectiveness for student learning through multiple processes, consistent with the Higher Learning Commission and other accrediting bodies, and designed to promote continuous improvement
- Develop a new Academic Master Plan

Measurable objectives are set for each goal. Examples of related Key Performance Indicators for this priority include: pass rates on occupational exams, HLC Accreditation Reports, and results of an Employer and Graduate Satisfaction Survey.

"Some students begin college unprepared for the challenge. My challenge then is to support them when and how they need it."

Math instructor JB Meeuwenberg is the data leader for the Student Success Team, a group charged with closing achievement gaps and accelerating success among diverse student populations.

“Teaching and learning are at the center of all we do. Diverse, relevant, and strong academic programs provide the framework for that teaching and learning.”

Kelley Conrad, Vice President for Academic Affairs, works with faculty to develop programs that meet student and community needs.

MCC’s new Science Center, opened in 2015, provides students with state-of-the-art laboratories.
Priority #3 Facilities and Infrastructure
Provide a state-of-the-art learning environment that meets academic needs while promoting access and sustainability

Goals:

• Complete the 2010 Facility Master Plan, including construction of health and wellness center, arts facility, and downtown center

• Improve room numbering system and establish wayfinding consistency at all locations

• Improve access of our facilities, technology, and media to expand equal opportunities for persons with various abilities

• Demonstrate environmental stewardship by implementing a comprehensive institutional sustainability plan

• Provide high quality technology wherever and however programs and services are offered to students, employees, and community members

• Commission a new Facility Master Plan by 2020 to assess future facility needs in Muskegon, Ottawa, and Newaygo Counties

Measurable objectives are set for each goal. Examples of related Key Performance Indicators include: student satisfaction survey results, energy consumption, and recycling rate.

Priority #4 Engagement
Expand collaborations and improve communications to further engage the community in the mission of MCC

Goals:

• Ensure communications with prospective students, community partners, donors, and alumni clearly differentiate MCC

• Continue to improve marketing and communication efforts to increase enrollment while increasing awareness of mission, programs, and services

• Cultivate strategic partnerships with business, industry, and other key organizations to meet needs and support student success

• Promote philanthropic support of students, scholarships, programs, and endowments

• Increase pride and involvement among alumni and retirees

Measurable objectives are set for each goal. Examples of related Key Performance Indicators include: dollars raised by FMCC, alumni event participation, and community perceptions survey results.

“Facilities matter! Providing up-to-date learning environments and technology is critical to student success.”

As Dean of College Services and Athletic Director, Marty McDermott works directly with students and is actively involved with the development of the new Health and Wellness Center, due to open January 2019.

“Our collaboration with K-12 districts, the College Access Network, donors, and other partners help students find a path to higher education.”

Dr. John Selman, Provost and Executive Vice President, manages the enrollment services, financial aid, and other areas that help students access and excel in higher education.
Priority #5 Culture
Strengthen our culture of inclusion, equity, accountability, safety, and well-being

Goals:

• Develop and implement programs for students and employees to further promote inclusion and equity, creating a welcoming environment for all

• Promote a culture of accountability by establishing key performance indicators for all departments and expand the institutional dashboard to report our progress to the community

• Continue to monitor and enhance safety and security at all MCC locations and online environments

• Establish student and employee wellness programs

At Muskegon Community College, we are all about our students and helping them to achieve their dreams. Before they step into our classrooms and labs, we meet with each student. We explain the registration process, how to pay for classes, and describe the financial aid and scholarships that are available. But mostly, we listen. We learn about their educational and career goals. Then we share how MCC’s courses, degrees and certificates can help to make those plans a reality.

We help them chart a personalized course. Our investment in each student continues by providing exceptional instructors, facilities, and extracurricular opportunities that define a well-rounded collegiate experience. If extra academic assistance is needed along the way, our tutors provide it. If establishing the right study skills is the solution, our College Success Seminar staff will show them the way. Whether a student requires a semester or several years at MCC, our mission remains the same. We want to help each and every one of them to start, stay, and succeed.

Founded in 1926 as Michigan’s fourth community college, MCC offers classes at several locations in Muskegon, Ottawa and Newaygo counties. MCC’s Stevenson Center for Higher Education is home to three university partners; Grand Valley State University, Ferris State University, and Western Michigan University.

“We meet students where they are, provide tailored support to help them overcome barriers, and challenge them to achieve our high expectations of them.”

Jenny Königberg is an English Instructor and is part of the Achieving the Dream Leadership Team.

About Muskegon Community College

With over 80 areas of study, small class sizes, and highly credentialed instructors, MCC is a smart choice. Ready to learn more? Call Enrollment Services at (231) 777-0366.
Our Mission

Muskegon Community College, dedicated to equity and excellence, prepares students, builds communities, and improves lives.