

**Muskegon  
Community  
College**

**Strategic  
Plan  
2002-2006**





# Strategic Goals

- Goal One:** Improved Research  
**Goal Two:** Non-Traditional Studies  
**Goal Three:** Employee Assistance Program  
**Goal Four:** Service to Students  
**Goal Five:** K-12 Relationships

- Goal Six:** Reorganization  
**Goal Seven:** Quality Instruction  
**Goal Eight:** Innovation  
**Goal Nine:** Financial Stability and Integrity

## Goal One:

### Improved Research

*We will improve our capacity to research, collect and utilize data to support the college's mission.*

1. Determine and identify need for college to research and collect data.
2. Prepare a statement of purpose and seek administrative and Board of Trustee support for the establishment of a College Research Administrator.
3. Prepare a job description and qualifications including reporting responsibility and relationship to other staff.
4. Seek funds and resources for addition of the position to the college's budget.
5. Seek office space and determine equipment needs.
6. Determine support staff needs.
7. Market and share data with stakeholders.

## Goal Three:

### Employee Assistance Program

*We will create an environment that supports an employee assistance program that assures confidentiality to foster working relationships.*

1. Investigate various employee assistance programs.
2. Provide awareness to staff of employee assistance programs.
3. Discuss employee assistance program with union and staff leaders.
4. Create appropriate policies for referral, confidentiality and atmosphere of trust.
5. Identify areas of employee needs for assistance.
6. Seek funds to include in budget.
7. Develop contract with employee assistance agencies.
8. Market assistance program to staff.

## Goal Two:

### Non-Traditional Studies

*We will develop more programs to meet student and community needs.*

1. Analyze and define what is a non-traditional student.
2. Analyze and define community needs for non-traditional students.
3. Identify the employment and educational issues of the community.
4. Identify the societal and demographic trends in the community.
5. Survey non-traditional students to determine needs and issues.
6. Prioritize the needs and issues.
7. Determine staffing, time, facilities and resources needed to implement programs.
8. Assess impact on budget.
9. Market programs to students and community.
10. Implement programs.

## Goal Four:



### Service to Students

*We will improve and streamline our ability to serve our students outside the classroom.*

1. Investigate and determine student needs for services such as childcare and counseling.
2. Seek administrative support for implementation of program to service students outside the classroom.
3. Determine staffing, space and facility issues.
4. Seek funds and resources to implement programs and assess impact on budget.
5. Investigate collaboration possibilities with outside agencies.
6. Provide training and preparation for necessary staff.
7. Market services to students and community.



# Vision Statement

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

## Goal Five:

### K-12 Relationships

*We will continue to foster relationships with K-12 institutions focusing on younger students.*

1. Define the purpose of fostering relationships with K-12 institutions. Share purpose and need with college staff.
2. Identify the current partnerships and programs with K-12 institutions and effectiveness of these programs.
3. Encourage staff and faculty involvement in planning and implementation.
4. Meet with K-12 leaders to determine needs and potential services.
5. Identify additional services and programs, including College Success Seminar Program, to younger K-12 students.
6. Expand current partnerships to elementary and middle school students.
7. Communicate and market new services to schools and parents.

## Goal Six:

### Reorganization

*We will continue to use the long range planning process to reorganize the campus facility.*

1. Present strategy to Long Range Planning Committee.
2. Create Board of Trustees awareness and support.
3. Communicate the process to all staff.
4. Involve four-year partners in the planning for use of Higher Education Center.
5. Complete construction of new library and plan for relocation of staff.
6. Design master facility reorganization plan.
7. Implement facility upgrades, renovations and reorganization plan.
8. Develop budget and seek funds through grants, bonding and state appropriations.

## Goal Seven:

### Quality Instruction

*We will continue to support and improve quality instruction.*

1. The Instructional Affairs Council will define quality education and instruction.
2. Seek presidential and administrative support and advocacy.
3. Develop and present to faculty a Quality Instruction Process.
4. Expand and relocate technology to support Instructional Center for Teaching and Learning Excellence.
5. Establish plan, timeline and budget for staff development in Quality Instruction Process.
6. Research and identify curricular changes for instructional improvement, remedial focus and development of new curricular offerings.
7. Increase library materials for instructional support.
8. Assess budget implications.
9. Evaluate and assess student achievement and instructional success.
10. Prepare for NCA accreditation audit.

## Goal Eight:

### Innovation

*We will reward and encourage innovation supporting institutional needs.*

1. Create a proactive program to celebrate the success of individuals, departments and the college.
2. Develop program to feature staff involved in innovative programs.
3. Develop process for seeking ideas and suggestions from staff for celebration.
4. Seek foundation grants to support the celebration activities.
5. Prepare annual report of successes, staff innovations and accomplishments.



# Goal Nine:

## Financial Stability and Integrity

*We will maintain, and continually seek to enhance our sound financial condition and fiscal integrity.*

1. Generate revenues sufficient to reach and maintain a General Fund balance equal to 15% of our operating budget (the “standard of excellence” for general fund balance).
2. Seek alternative funding sources to develop and sustain educational programs and facilities.
3. Present a balanced budget to the Board of Trustees prior to the start of each fiscal year, and periodically adjust expenditures as economic conditions warrant.
4. Provide, as part of the budgeting process, for adequate funding of our deferred maintenance and replacement funds for facilities (“3R”) and technology.
5. Maximize the relationship of revenues to expenses on the sale of college services and operations.
6. Maintain cost-effective internal controls in all departments to assure that expenditures are properly authorized, within budget parameters, and, if applicable, consistent with restricted grant requirements.
7. Receive an unqualified audit opinion on our financial statements each year from the external auditors.
8. Comply with all laws, regulations, contractual requirements, and Board policies pertaining to financial accounting/reporting, the investing and other use of taxpayer funds, the awarding of student assistance, and other operational activities.
9. Receive favorable reports on compliance audits by federal and state agencies (e.g., Michigan Auditor General, U.S. Department of Education, Civil Rights Commission, etc.).
10. Where appropriate, utilize the Activities Classification Structure database to benchmark with other Michigan community colleges and support its use in determining operating appropriations.



## Strengths

- Affordable
- Excellent support services
- Quality education
- Experienced, dedicated, & friendly faculty & staff
- Beautiful facility and great parking
- Fiscally stable
- Close to home
- Small personalized classes
- Diverse offerings
- Higher Education Center
- Clean, inviting, learning environment
- Excellent bookstore
- Supportive leadership
- Safe environment
- Something for everyone
- Expanding tax base
- Community support and pride
- Willingness to change
- Affordable conferencing -- one stop shop
- Up-to-date technology
- Excellent ancillary services
- Strong transfer programs
- Financial aid & scholarship options
- Strong reputation among transfer institutions & employers
- Variety of student organizations
- Second change opportunity
- Open door policy
- Elected board officials
- Diverse student body and staff
- Financial support of business/industry
- Community outreach and resource
- NCAS approved/accredited
- Remedial/readiness program
- Positive relationship with ISDs & local K-12s
- Distance learning opportunities
- Positive relationships with legislators
- Flexible scheduling
- Internship opportunities
- Business/industry training
- Transition between high school & 4 year college
- Free tuition for seniors
- Employment Resource Center
- Staff development
- Fund service
- Student/staff relationships
- Strong career programs
- Athletic program



## Major Trends

- Older population
- Diversity
- Non-traditional families
- Students with disabilities
- Create new educational institutions
- Tax cuts and State funds down
- Business/industry influence
- Conservative
- Unemployment up
- Two income and single parent families
- Cost of tuition increasing faster than inflation
- Stock market down
- Turnover rate/multiple careers
- High paying jobs
- Inequality of wealth
- Distance learning/on-line classes
- Instructional delivery
- Home and charter schools
- Dual enrollment
- Multi-enrollment (lack of allegiance)
- Accountability
- Teamwork in all aspects of work
- For-profit education

## Strategic Planning Committee

Charles Abasa-Nyarko

Kathy Beachum

Carol Briggs-Erickson

Janie Brooks

Craig Brown

Kelley Conrad

Joe Doyle

Judy Eistedt

Bob Ferrentino

Lynda Ferry

Trynette Harps

Diane Krasnewich

Bill Loxterman

Lisa Makin

Ann Oakes

Jim Peterson

Jean Roberts

Dave Seith

Stephen Schmidt

Tim Trainor

Theresa VanVeelen

Sheila Wahamaki

Dennis Wilson

Diana Osborn, Chairman

Frank Marczak, President, Ex-Officio

## Mission Statement

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 and vision, Muskegon Community College is committed to:

- 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.
- Develop technical and vocational skills necessary to enter and/or advance in the technologically sophisticated workplace of the 21st century.
- Provide for the assessment and/or improvement of learning skills and attitudes necessary for a successful educational experience.
- Meet the unique educational, cultural and societal needs in the community through special courses, seminars and exhibits.
- Respond in a rapid fashion to the ever-changing educational and training needs of local and regional business and industry.
- Stimulate intellectual curiosity, promote humanitarian values and enhance the general educational experiences necessary for persons to function as effective citizens.
- Create an atmosphere where diversity is acknowledged and encouraged.
- 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.

Muskegon Community College is an equal opportunity, affirmative action institution and does not discriminate on the basis of race, color, religion, sex, national origin, marital status, sexual orientation, political persuasion, disability, height, weight, or age in any of its educational programs, activities, and employment. Any questions concerning **Title IX**, which prohibits discrimination on the basis of sex, or on **Section 504**, which prohibits discrimination on the basis of disability, should be directed to:

**Diana Osborn**

Dean of Administrative Services

Muskegon Community College

221 S. Quarterline Road

Muskegon, MI 49442

(231) 777-0350

# MUSKEGON COMMUNITY COLLEGE

## STRATEGIC PLAN



***Building Our Community's Gateway To  
Opportunities, Creating The First And Best  
Choice For Success.***

***2002***

## **MISSION STATEMENT**

*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.*

## **VISION STATEMENT**

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

### **TO FULFILL ITS MISSION AND VISION, 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. Develop technical and vocational skills necessary to enter and/or advance in the technologically sophisticated workplace of the 21<sup>st</sup> century.*
- 3. Provide for the assessment and/or improvement of learning skills and attitudes necessary for a successful educational experience.*
- 4. Meet the unique educational, cultural, and societal needs in the community through special courses, seminars and exhibits.*
- 5. Respond in a rapid fashion to the ever-changing educational and training needs of local and regional business and industry.*
- 6. Stimulate intellectual curiosity, promote humanitarian values and enhance the general educational experiences necessary for persons to function as effective citizens.*
- 7. Create an atmosphere where diversity is acknowledged and encouraged.*
- 8. 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.*



**Muskegon Community College  
Strategies/Action Plans  
Summer 2002**

**STRATEGY NO. 1:**

**We will improve our capacity to research, collect and utilize data to support the college's mission.**

**Action Plans:**

1. Determine and identify need for the college to research and collect data.
2. Prepare a statement of purpose and seek administrative and Board of Trustee support for the establishment of a College Research Administrator.
3. Prepare a job description and qualifications including reporting responsibility and relationship to other staff.
4. Seek funds and resources for addition of the position to the college's budget.
5. Seek office space and determine equipment needs.
6. Determine support staff needs.
7. Market and share data with stakeholders

Person Responsible: Dr. Frank Marczak

Timeline: To be completed by Winter 2003

**STRATEGY NO. 2:**

**We will develop more programs to meet student and community needs (non-traditional studies).**

**Action Plans:**

1. Analyze and define what is a non-traditional student.
2. Analyze and define community needs for non-traditional students.
3. Identify the employment and educational issues of the community.
4. Identify the societal and demographic trends in the community.
5. Survey non-traditional students to determine needs and issues.
6. Prioritize the needs and issues.
7. Determine staffing, time, facilities and resources needed to implement programs.
8. Assess impact on budget.
9. Market programs to students and community.
10. Implement programs.

Person Responsible: Dr. Dennis Wilson

Timeline: To be completed by July 2003

### **STRATEGY NO. 3:**

**We will create an environment that supports an employee assistance program that assures confidentiality to foster working relationships. (Fitness/Wellness).**

#### **Action Plans:**

1. Investigate various employee assistance programs.
2. Provide awareness to staff of employee assistance concept.
3. Discuss employee assistance program with union and staff leaders.
4. Create appropriate policies for referral, confidentiality and atmosphere of trust.
5. Identify areas of employee needs for assistance.
6. Seek funds to include in budget.
7. Develop contract with Employee Assistance agencies.
8. Market assistance program to staff.

Person Responsible: Diana Osborn

Timeline: To be completed by July 2003

### **STRATEGY NO. 4:**

**We will improve and streamline our ability to service our students outside the classroom. (Childcare, counseling, one-stop shop).**

#### **Action Plans:**

1. Investigate and determine student needs for services such as childcare and counseling.
2. Seek administrative support for implementation of program to service students outside the classroom.
3. Determine staffing, space and facility issues.
4. Seek funds and resources to implement programs and assess impact on budget.
5. Investigate collaboration possibilities with outside agencies.
6. Provide training and preparation for necessary staff.
7. Market services to students and community.

Person Responsible: Janie Brooks

Timeline: To be completed by July 2004



### **STRATEGY NO. 5:**

**We will continue to foster relationships with K-12 institutions focusing on younger students.**

#### **Action Plans:**

1. Define the purpose of fostering relationships with K-12 institutions. Share purpose and need with college staff.
2. Identify the current partnerships and programs with K-12 institutions and effectiveness of these programs.
3. Encourage staff and faculty involvement in planning and implementation.
4. Meet with K-12 leaders to determine needs and potential services.
5. Identify additional services and programs, including College Success Seminar Program, to younger K-12 students.
6. Expand current partnerships to elementary and middle school students.
7. Communicate and market new services to schools and parents.

Person Responsible: Charles Abasa-Nyarko  
Dennis Wilson  
Bob Ferrentino

Timeline: To be completed by Fall 2003

### **STRATEGY NO. 6:**

**We will continue to use the long range planning process to reorganize the campus facility.**

#### **Action Plan:**

1. Present strategy to Long Range Planning Committee.
2. Create Board of Trustees awareness and support.
3. Communicate the process to all staff.
4. Involve four- year partners in the planning for use of Higher Educational Center.
5. Complete construction of new library and plan for relocation of staff.
6. Design master facility reorganization plan.
7. Implement facility upgrades, renovations and reorganization plan.
8. Develop budget and seek funds through grants, bonding and state appropriations.

Person Responsible: Dr. Frank Marczak  
Diana Osborn

Timeline: To be completed by Fall 2004

### **STRATEGY NO. 7:**

**We will continue to support and improve quality instruction.**

#### **Action Plans:**

1. The Instructional Affairs Council will define quality education and instruction.
2. Seek presidential and administrative support and advocacy.
3. Develop and present to faculty a Quality Instruction Process.
4. Expand and relocate technology to support Instructional Center for Teaching and Learning Excellence.
5. Establish plan, timeline and budget for staff development in Quality Instruction Process.
6. Research and identify curricular changes for instructional improvement, remedial focus and development of new curricular offerings.
7. Increase library materials for instructional support.
8. Assess budget implications
9. Evaluate and assess student achievement and instructional success.
10. Prepare for NCA accreditation audit.

Person Responsible: Charles Abasa-Nyarko  
Dennis Wilson  
Bob Ferrentino  
Timeline: Ongoing through 2008

### **STRATEGY NO. 8:**

**We will reward and encourage innovation supporting institutional needs.**

#### **Action Plans:**

1. Create a proactive program to celebrate the success of individuals, departments and the college.
2. Develop program to feature staff involved in innovative programs
3. Develop process for seeking ideas and suggestions from staff for celebration.
4. Seek foundation grants to support the celebration activities.
5. Prepare annual report of successes, staff innovations and accomplishments.

Person Responsible: Dr. Frank Marczak  
William Loxterman  
Timeline: Annually



## **STRATEGY NO. 9:**

**We will maintain, and continually seek to enhance our sound financial condition and fiscal integrity.**

### **Action Plans:**

1. Generate revenues sufficient to reach and maintain a General Fund balance equal to 15% of our operating budget (the “standard of excellence” for general fund balance).
2. Seek alternative funding sources to develop and sustain educational programs and facilities.
3. Present a balanced budget to the Board of Trustees prior to the start of each fiscal year, and periodically adjust expenditures as economic conditions warrant.
4. Provide, as part of the budgeting process, for adequate funding of our deferred maintenance and replacement funds for facilities (“3R”) and technology.
5. Maximize the relationship of revenues to expenses on the sale of college services and operations.
6. Maintain cost-effective internal controls in all departments to assure that expenditures are properly authorized, within budget parameters, and, if applicable, consistent with restricted grant requirements.
7. Receive and unqualified audit opinion on our financial statements each year from the external auditors.
8. Comply with all laws, regulations, contractual requirements, and Board policies pertaining to financial accounting/reporting, the investing and other use of taxpayer funds, the awarding of student assistance, and other operational activities.
9. Receive favorable reports on compliance audits by federal and state agencies (e.g. Michigan Auditor General, U.S. Department of Education, Civil Rights Commission, etc.).
10. Where appropriate, utilize the Activities Classification Structure database to benchmark with other Michigan community colleges and support its use in determining operating appropriations.

Person Responsible: Dr. Frank Marczak  
President’s Staff

Timeline: Annually, Ongoing

## APPENDIX

The items in the appendix were generated during the planning sessions by the planning team.

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# **HOPES**

- EFFECTIVELY COMMUNICATE SERVICES TO COMMUNITY
- REPRESENTATIVE OF DIVERSITY
- LEADER ON THE CUTTING EDGE
- REPUTATION AS FIRST CHOICE
- COMPREHENSIVE INSTITUTION
- STUDENT-CENTERED ORGANIZATION
- IMPROVE STUDENT LEARNING
- KEEP UP WITH TECHNOLOGY
- GROW WITH FUTURE TRENDS – EXPECTATIONS
- ACCOMMODATE STUDENT LEARNING STYLES & NEEDS
- FOCUS ON STUDENT SUCCESS
- ONE-STOP SHOP – STUDENT SERVICES
- STRONGER RELATIONSHIP WITH CONSORTIUM PARTNERS
- BUILD ON PEOPLE RELATIONSHIPS
- STUDENTS ATTRACTED TO MCC – CONCERN FOR TOTAL PERSON
- SUPPORT FOR ARTS/HUMANITIES

# FEARS

- TERRITORIAL THINKING WILL OVERRIDE CREATIVE THINKING
- TRADITION & HABIT
- SETTLE FOR LESS WE CAN BE
- COMPLACENT/STAGNATION
- LACK OF RESOURCES TO ACHIEVE GOALS
- FUTURE DOMINATION OF 4 YEAR INSTITUTIONS
- LOSE FOCUS OF MCC VISION
- LAGGING BEHIND IN TECHNOLOGY
- TECHNOLOGY – HAVE/HAVE NOT – FEAR
- PRESSURE TO NOT PRESERVE ENVIRONMENTAL RESOURCES
- FAIL TO PURSUE NEW OPPORTUNITIES
- FINANCIAL CONDITIONS OF 70/80'S
- LOSS OF COMMUNITY SUPPORT
- GROWTH/EXPANSION – AT A COST OR EXPENSE OF CURRENT  
ATMOSPHERE
- DO NOT CHANGE THE THINGS WE NEED TO CHANGE
- NO COMMON VISION/GOALS
- BOARD TURNOVER



# **PRIORITIES**

- STUDENT FIRST – STUDENT-CENTERED ENVIRONMENT
- KEEP CURRENT!!
- BROADEN OUR THINKING
- BE A MAJOR PLAYER IN COMMUNITY
- ADEQUATE FACILITIES FOR INSTRUCTION & STUDENT SERVICES
- IMPLEMENT MASTER PLAN
- ASSURE ADEQUATE MONEY
- OUTREACH TO THOSE WHO FEEL UNWELCOME
- EXCELLENT INSTRUCTION
- KINDNESS & RESPECT
- CURRENT & CORRECT INFORMATION
- ASSESS EFFECTIVENESS OF CURRENT STATE OF AFFAIRS
- INSTITUTIONAL RESEARCH DEPARTMENT
- GOOD COMMUNICATON
- POSITIVE FIRST EXPERIENCE FOR STUDENTS
- PRIORITIZE THE PRIORITIES
- DEVELOP INTERNATIONAL LEADERSHIP

## **STRENGTHS**

- AFFORDABLE
- SUPPORT SERVICES ARE EXCELLENT
- QUALITY EDUCATION
- EXPERIENCED FACULTY
- BEAUTIFUL FACILITY
- FISCALLY STABLE
- CLOSE TO HOME
- SMALL PERSONALIZED CLASSES
- DIVERSE OFFERINGS
- HIGHER EDUCATION CENTER
- CLEAN, INVITING, LEARNING ENVIRONMENT
- FRIENDLY PEOPLE
- EXCELLENT BOOKSTORE
- SUPPORTIVE LEADERSHIP
- DEDICATED FACULTY & STAFF
- SAFE ENVIRONMENT
- SOMETHING FOR EVERYONE
- EXPANDING TAX BASE
- COMMUNITY SUPPORT & PRIDE
- WILLINGNESS TO CHANGE
- AFFORDABLE CONFERENCING – ONE-STOP SHOP
- UP-TO-DATE TECHNOLOGY
- EXCELLENT ANCILLARY SERVICES
- STRONG TRANSFER PROGRAMS
- FINANCIAL AID & SCHOLARSHIP OPTIONS
- STRONG REPUTATION AMONG TRANSFER INSTITUTIONS & EMPLOYERS
- VARIETY OF STUDENT ORGANIZATIONS
- SECOND CHANGE OPPORTUNITY
- OPEN DOOR POLICY



## **STRENGTHS (cont.)**

- ELECTED BOARD OFFICIALS
- DIVERSE STUDENT BODY
- FINANCIAL SUPPORT OF BUSINESS/INDUSTRY
- COMMUNITY OUTREACH
- COMMUNITY RESOURCE
- NCA APPROVED/ACCR
- REMEDIAL/READINESS PROGRAM
- POSITIVE RELATIONSHIP WITH INTERMEDIATE SCHOOL DISTRICTS & LOCAL K-12'S
- LEARNING OPTIONS – DISTANCE LEARNING
- DIVERSE TEACHING STAFF
- ADJUNCT STAFF – VERY PROFESSIONAL
- POSITIVE RELATIONSHIPS WITH LEGISLATORS
- FLEXIBLE SCHEDULING
- SUPPORT SERVICES FOR SPECIAL POPULATIONS
- INTERNSHIP OPPORTUNITIES
- BUSINESS/INDUSTRY TRAINING
- TRANSITION BETWEEN HIGH SCHOOL & 4 YEAR COLLEGE
- FREE TUITION FOR SENIORS
- STUDENT FRIENDLY
- FEW FEES
- EMPLOYMENT RESOURCE CENTER
- GREAT PARKING
- STAFF DEVELOPMENT
- FUND SERVICE
- STUDENT/STAFF RELATIONSHIPS
- STRONG CAREER PROGRAMS
- ATHLETIC PROGRAM

## **COMPETING IN THE FUTURE**

### **PROGRAMS**

1. MORE CAREER PROGRAMS, MARINE/BOAT REPAIR, TEACHER PREPARATION, PHARMACY, HUMAN SERVICE, GERIATRICS, ENVIRONMENTAL, E-BUSINESS, GRAPHIC & GLOBAL INFORMATION (183)
2. INSTITUTIONAL RESEARCH & ASSESSMENT PROGRAM (129)
3. DANCE PROGRAM (0)
4. MORE CERTIFICATION PROGRAMS – TECHNICAL (14)
5. NEW PROGRAMS IN HEALTHCARE (17)
6. TUITION SAVING PROGRAM – WITH BUSINESS (20)
7. ACCELERATED DEGREE (34)
8. FUTURE TRENDS ANALYSIS – NON-OCCUPATIONAL (27)
9. GRANDCHILD REFERRAL PROGRAM (9)
10. STRUCTURED HONORS SOCIETY (30)
11. INTER-DEPARTMENT PROGRAMS (16)

### **SERVICES**

12. STUDENT INFORMATION ACCESS (13)
13. STUDENT DEBIT CARD – TRACKING (27)
14. TUITION PAYMENT PLAN (28)
15. MORE MULTI-MEDIA CLASSROOMS (43)
16. CHILD CARE (49)
17. COLLEGE SUCCESS SEMINAR – HIGH SCHOOL STUDENT (29)
18. MENTAL HEALTH COUNSELING (9)
19. ARTICULATION – HIGH SCHOOL & 4 YEAR (51)
20. 24-7 CAPABILITY – SERVICES (90)
21. STAFF RESOURCE TO COMMUNITY AGENCIES
22. FITNESS CENTER (16)
23. STAFF INVOLVEMENT – RECRUITING (2)
24. INTERNET CAFÉ (19)

### **SERVICES (cont.)**

- 25. INTEGRATION OF COMPUTER SYSTEMS (24)
- 26. ONE-STOP SHOP – STUDENT SERVICES (97)
- 27. HOME E-MAIL ACCOUNTS
- 28. MORE USE OF SERVICES/FACILITIES (5)
- 29. LINKAGE TO GRAND VALLEY WATER RESOURCE CENTER (7)
- 30. ONLINE COURSES SUPPORT (9)

### **DELIVERY APPROACHES**

- 31. OUTREACH PROGRAMS TO INNER CITY, SPARSELY POPULATED AREAS (34)
- 32. EARLIER RECRUITING EFFORTS (66)
- 33. WEEKEND OFFERINGS, MORE CONDENSED OFFERINGS (40)
- 34. FACULTY INVOLVEMENT IN COUNSELING (1)
- 35. MOBILE VAN CLASSROOM (9)
- 36. ENVIRONMENTALLY-SOUND PRACTICES (23)
- 37. STRESS MCC UNIQUENESS IN COMMUNITY (13)
- 38. CROSS TRAINING, STAFF DEVELOPMENT (49)
- 39. PROMOTE TRANSFER PROGRAMS (15)
- 40. EXPANDED COURSE LENGTHS
- 41. INTERNET CAPABILITIES – LABS/CLASSROOMS (21)
- 42. TECHNOLOGY MANAGEMENT PROGRAMS (1)
- 43. MOBILE COMPUTER LAB (8)
- 44. HANDICAP ACCESSIBILITY (31)
- 45. OPEN ENTRY, OPEN EXIT (16)
- 46. RE-ORGANIZATION OF CAMPUS (102)

### **STAFF CAPABILITIES**

- 47. SUPERVISORY TRAINING (7)
- 48. FAST TRACKING/IDEA SYSTEM
- 49. TECHNOLOGICAL ABILITIES FOR CLASSROOM/OFFICE (15)



**STAFF CAPABILITIES (cont.)**

- 50. GREATER STAFF DIVERSITY (14)
- 51. MULTI-DISCIPLINED STAFF
- 52. EXIT GREETER – FIRST TIME STUDENT (18)
- 53. SKILLS IN TEACHING PRESENTATION & SUBJECT MATTER EXPERTISE (23)
- 54. BILINGUAL SKILLS (15)
- 55. RECEPTIONIST - GENERAL SKILLS - NO PHONES (8)
- 56. OPENNESS TO CHANGE (58)
- 57. RELATIONSHIP WITH 4 YEARS - TRACKING (4)
- 58. DEVELOP INDIVIDUAL COMPETENCIES FOR CLASSES & ASSESSMENT
- 59. EMPLOYEE ASSISTANCE PROGRAM (79)
- 60. LIBRARY STAFF – CROSS-TRAINED (4)
- 61. CUSTOMER SERVICE TRAINING (3)
- 62. STAFF AWARENESS PROGRAM – SERVICES/PROGRAMS (22)
- 63. BETTER PAY - ADJUNCTS (40)
- 64. CUSTOMER FEEDBACK (38)

# TRENDS

## SOCIAL TRENDS

OLDER POPULATION

DIVERSITY

RACE            ETHNICITY  
RELIGION      LANGUAGE

NON-TRADITIONAL FAMILIES

MULTIPLE CAREERS

STUDENTS WITH DISABILITIES

## IMPACT ON MCC

CONTINUOUS CAREER/SKILLS RETRAINING  
INCREASED PERSONAL INTEREST OFFERING

NEED FOR SUPPORT SERVICES  
DIVERSITY AWARENESS/SENSITIVITY  
NEED FOR ADDITIONAL TRAINING

NEED FOR CHILD CARE SERVICES  
FINANCIAL AID/SCHOLARSHIPS  
CREATIVE/FLEXIBLE SCHEDULING

CAREER COUNSELING (NEED TO LIFELONG  
LEARNING)  
MORE CERTIFICATE PROGRAMS  
SHORT/FOCUSED COURSES

NEED FOR SPECIAL TECH. (OFTEN COSTLY)  
SPECIAL SERVICES - INCREASED DEMAND  
PHYSICAL PLANT CONSIDERATIONS

## POLITICAL TRENDS

CREATE NEW EDUCATIONAL  
UNCERTAIN  
INSTITUTIONS

GOVERNMENT DEMANDING  
ACCOUNTABILITY

MORE DIVERSITY

TAX CUTS

BUSINESS/INDUSTRY  
INFLUENCE

CONSERVATIVE

## IMPACT ON MCC

LESS FINANCIAL SUPPORT/FUNDING

TRADITIONAL RECRUITMENT MAY NOT WORK  
DIVERSE COLLEGE PREPARATION

NEED ASSESSMENT, DATA, INSTITUTIONAL  
RESEARCH

NEED TO DIVERSIFY STAFF, STUDENTS,  
CONTRACTS

LESS FINANCIAL SUPPORT

NEED TO COOPERATE WITH MAISD,  
BUSINESS FOR CAREER TRAINING

LESS VALUE ON LIBERAL ARTS, MORE  
ON CAREER/TECH/BASIC SKILLS

## **TRENDS (cont.)**

### **ECONOMIC TRENDS**

STATE FUNDS DOWN

UNEMPLOYMENT UP

TWO – INCOME FAMILIES

SINGLE PARENT

COST OF TUITION  
INCREASING AT FASTER  
RATE THAN INFLATION

STOCK MARKET DOWN

TURNOVER RATE

HIGH PAYING JOBS (PHARM)

INEQUALITY OF WEALTH

### **EDUCATION/TECHNOLOGY TRENDS**

DISTANCE LEARNING  
ON-LINE CLASSES

INSTRUCTIONAL DELIVERY  
MULTI-MEDIA OPTIONS  
HIGH SCHOOL STUDENTS  
TECHNOLOGICALLY SAVVY

HOME SCHOOLS  
CHARTER SCHOOLS

### **IMPACT ON MCC**

LOSE FUNDS OR FINANCIAL STABILITY

ENROLLMENT UP

TRADITIONAL CLASSES ARE NOT  
FLEXIBLE TO MEET THEIR NEEDS

TRADITIONAL CLASSES ARE NOT  
FLEXIBLE TO MEET THEIR NEEDS

STUDENTS NEEDING FINANCIAL AID UP

RETRAINING UP

GO TO 4 YEAR COLLEGES FOR TRAINING

ACCESS TO EDUCATION

### **IMPACT ON MCC**

COST  
STAFF TRAINING  
TUTORING  
COUNSELING/ADVISING  
SERVICE NEEDS: FOOD,  
BOOKS, PHYSICAL PLANT,  
STUDENT SERVICES

COMPLICATIONS

NEED SOCIAL SKILLS  
ADDITIONAL MONIES



## **EDUCATION/TECHNOLOGY TRENDS (cont.)**

### **TRENDS**

### **IMPACT ON MCC**

DUAL ENROLLMENT

BETTER CUSTOMER SERVICE NEEDED

MULTI-ENROLLMENT  
(LACK OF ALLEGIANCE)

RETENTION IMPROVEMENT

ACCOUNTABILITY

NEED FOR BETTER SERVICE

TEAMWORK IN ALL ASPECTS  
OF WORK

NEED IMPROVED KNOWLEDGE AND  
TEACHING APPROACH

ACCOMMODATING DISABILITIES

COST

FOR-PROFIT EDUCATION

COST

## COMPETITION

### MCC ADVANTAGE

- LESS EXPENSIVE
- LOCAL
- BETTER TEACHERS
- NO TEACHER ASSISTANTS
- MORE HELP IN LIBRARY
- CLOSER PARKING
- BETTER ENVIRONMENT/SETTING
- UNIONIZED
- SMALLER CLASSES

### GVSU ADVANTAGE

- REAL UNIV WITH ON-CAMPUS LI
- 4YR/GRADUATE PROGRAMS
- MORE FACULTY WITH PH.D.
- MORE ACADEMIC OPPORTUNITIES TO STUDY ABROAD
- CHILD CARE
- FUNDING (DEVOS)
- NCAA TEAMS
- EBERHARDT & PEW CENTERS
- INTERNET ACCESS FOR STUDEN
- AGGRESSIVE VISIONARY

### MCC ADVANTAGE

- LESS EXPENSIVE
- EASIER TO TRANSFER
- BETTER LIBRARY
- BETTER FOLLOW THRU AFTER RECRUITING
- MORE EXTRA-CURR. ACT. (ATHLETICS)
- BETTER ENVIRONMENT/SETTING
- UNIONIZED
- KIDS KARE
- MORE FULL TIME FACULTY
- AUDITORIUM/PERFORMING ARTS
- MORE HUMANITIES/ARTS
- CAN BRING KIDS TO CLASS

### BAKER ADVANTAGE

- OWNS 'CAREER COLLEGE'
- MORE FINANCIAL AID
- EXCELLENT RECRUITMENT
- MARKETING
- DORMS
- 'HOT PROGRAMS'- CULINARY, SURGICAL, TECHNOLOGICAL
- ADVANCE DEGREES
- INTERNET ACCESS FOR STUDENTS

**Muskegon Community College  
Indicators of Success**

**1. Retention of Students**

Measurement	Current Status	Standard of Excellence	Person Responsible
Percent of returning students Fall to Fall Fall to Winter	47.4% Returned 65.4% Returned	Increase annually Increase annually	Janie Brooks
Student Goal Attainment	% Completing Career/Educational Goal (2000 – 90% Graduates 60% Current Students)	Increase annually	Janie Brooks

**2. Market Share**

Measurement	Current Status	Standard of Excellence	Person Responsible
<i>Percentage of high school seniors attending MCC</i> Muskegon County Other Counties	33% 5%	Increase annually Increase annually	Janie Brooks

**3. Career Skill Development**

Measurement	Current Status	Standard of Excellence	Person Responsible
Employer satisfaction	95% Satisfaction	100% Satisfaction	Bob Ferrentino
Work Keys assessment	To Be Determined (Stats not yet available)	To Be Determined	Bob Ferrentino
Certification Testing Nursing	95.2% Passing Cert. Tests	90% is “standard” pass rate	Bob Ferrentino

#### 4. Student Success At 4-Year Institutions

Measurement	Current Status	Standard of Excellence	Person Responsible
Follow-up studies Western Michigan Grand Valley Cornerstone MSU NMU U of Michigan Michigan Tech.	To Be Determined 2.95 GPA (140) 3.39 GPA (6) 2.85 GPA (126) 2.84 GPA (52) 3.38 GPA (82) 3.02 GPA (8)	GPA at Institution Average or Above	Janie Brooks

#### 5. Drop-out Rate

Measurement	Current Status	Standard of Excellence	Person Responsible
Percent of students completing classes Occupational Students General Students	80 % Completion Rate 81% Completion Rate	1% Increase Over Current Status 1% Increase Over Current Status	Charles Abasa Bob Ferrentino

#### 6. Reputation Among Citizens

Measurement	Current Status	Standard of Excellence	Person Responsible
5-year community survey	1997 Survey: 97% Satisfaction	90% plus Satisfaction community scan done every 5 years.	Bill Loxterman Dennis Wilson
Student Scan (Given every 3 years)	Above normative standards. (clarus)	Maintain + status	Bill Loxterman Dennis Wilson
Seminar Program Review	94% "expectations were met" 96% "would recommend others"	90+% Satisfaction 90+% Satisfaction	Bill Loxterman Dennis Wilson



## 7. Student Satisfaction

Measurement	Current Status	Standard of Excellence	Person Responsible
PROE Analysis	95% of students rate program quality good or excellent	95% Satisfaction	Janie Brooks Bob Ferrentino Charles Abasa
Graduate Survey	99% college experience good or above	95% good/excellent	Janie Brooks Bob Ferrentino Charles Abasa
Class Evaluations	To be determined	Class evaluations should average a 4.0 on a 5.0 scale	Janie Brooks Bob Ferrentino Charles Abasa
Placement Survey	94% occupational students in a field related to studies	95% placement in a related field	Janie Brooks Bob Ferrentino Charles Abasa
Student Support Services Survey	83% of students would recommend MCC	90% of students would recommend MCC	Charles Abasa Janie Brooks Bob Ferrentino
Transfer Student Survey	To be determined	To be determined	Charles Abasa Janie Brooks Bob Ferrentino
Library Services Survey	To be determined	To be determined	Charles Abasa Janie Brooks Bob Ferrentino
College Success Center Services Survey	To be determined	To be determined	Charles Abasa Janie Brooks Bob Ferrentino

## 8. Learning Environment/Facilities

Measurement	Current Status	Standard of Excellence	Person Responsible
Community use	Satisfaction with Facilities-98%	High Satisfaction	Diana Osborn
Staff/Student/Focus Groups	Satisfaction with Facilities-95%	High Satisfaction	Diana Osborn
Safety Standards	Safety Audit-not in full compliance	Full Compliance	Diana Osborn

## 9. Fund Balance

Measurement	Current Status	Standard of Excellence	Person Responsible
Percent of budget	12.6%	15%	Jim Peterson

**10. Placement rates**

Measurement	Current Status	Standard of Excellence	Person Responsible
Occupational Job Placement Rate	94% Employment in Occupational Areas	95% Placement	Janie Brooks Bob Ferrentino

**11. Articulation Agreement**

Measurement	Current Status	Standard of Excellence	Person Responsible
High School Agreements	34 Agreements	Increase Annually	Bob Ferrentino
College/University Agreements	6 Agreements	Increase Annually	Bob Ferrentino
Consortium Agreements	3 Agreements 24 Programs	Maintain current Increase Annually	Diana Osborn

**12. Academic Profile**

Measurement	Current Status	Standard of Excellence	Person Responsible
Academic assessment ACT	To Be Determined	Increase Academic Performance Annually	Charles Abasa

**13. Accreditation**

Measurement	Current Status	Standard of Excellence	Person Responsible
Higher Learning Commission NCA Review	Accredited	Maintain	Frank Marczak



# **Muskegon Community College**

221 South Quarterline Road • Muskegon, Michigan 49442

## **STRATEGIC PLANNING PARTICIPANTS**

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**Lisa Makin**  
**Ann Oakes**  
**Jim Peterson**  
**Jean Roberts**  
**Dave Seith**  
**Stephen Schmidt**  
**Tim Trainor**  
**Sheila Wahamaki**  
**Dennis Wilson**  
**Diana Osborn, Chairman**  
**Frank Marczak, Ex-Officio**

