

***“Don’t stop thinking
about tomorrow.”***

-Fleetwood Mac

***“The art of
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-Mark Twain



Muskegon Community College

STRATEGIC PLAN

2006-2011



The best way to predict the future is to create it ... Peter Drucker –

Change for MCC in the 21st Century has been happening at break neck speed. Reacting, maintaining and yet being pro-active is today's mantra. While the Strategic Plan states priorities, goals and objectives that will lead to a more student-centered learning organization and responsive to the changing needs of our local community, state, and region, it is not rigid or static. In order to be an effective consensus-building and decision-making tool, the Strategic Plan should be seen as a document that will periodically be evaluated and revised as new ideas emerge. The plan has been designed to address the needs of today, as well as the unknown needs of tomorrow.

Through this Strategic Plan process we established a roadmap to assist MCC in rediscovering itself, in reinventing itself and reinforcing MCC's leadership in higher education and in the entire greater Muskegon community.

"Don't stop thinking about tomorrow..." (Fleetwood Mac)

Yours in Planning –

David L. Rule, Ph.D.
President

The Strategic Planning Committee came together for six sessions reviewing and establishing the following:

- Development of Shared Values
- Development of Guiding Principles

"The art of prophecy is very difficult, especially with respect to the future." (Mark Twain) However, trends give us an idea. An article in the Chronicle of Higher Education, November 25, 2005, entitled, *Ferment and Change: Higher Education 2015*, served as a resource. The article outlined five trends impacting our future:

- Changing life cycles as our nation's population ages.
- America's growing vulnerability in science and technology.
- The need to understand other cultures and languages.
- Increasing challenges to higher education's commitment to social mobility.
- Public support for other ways of knowing.

The group then proceeded to identify our own trends and the impact they would have on MCC: Economic; Education/Technology; Political; Social.

Next was competition – the group explored the advantages of MCC as compared to other four-year universities and the advantages of Baker College. As we worked through how we would compete in the future in the areas of programs, services, delivery approaches and staff capabilities, we identified four (4) strategic priorities –

- Priority #1: Develop and Implement Institutional Long Range Planning
- Priority #2: Enhance Outreach Programs to Establish MCC As A Center for Lifelong Learning
- Priority #3: Restructure Student Services
- Priority #4: Promote Professional Development

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; and

Access:

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

MCC programs and services are affordable and accessible;

MCC programs and services are comprehensive in order to meet the diverse lifelong educational needs of the community;

The College assets are a community investment, where accountability and responsibility are exercised in fiscal management and in maintaining those assets for future generations;

The College assures quality, continuous improvement and relevancy through continuous assessment of all programs and services;

The College supports students efforts to achieve the learning outcomes established; and

The College provides leadership in making Muskegon County a better place to live and work.

PRIORITY #1:

DEVELOP AND IMPLEMENT INSTITUTIONAL LONG RANGE PLANNING

Goal: Implement Academic Master Plan

Evaluate the College's existing programs and services to determine if meeting community needs.

Complete a cost/benefit analysis.

Determine if each program is current and relevant.

Develop new programs that will address new trends and community needs.

Evaluate delivery methods and other student support initiatives.

Assess impact on budget.

Assess outcomes.

Link to Strategic Plan.

Goal: Implement Enrollment Management Plan

Develop a plan to recruit more students.

Develop all staff into marketers/recruiters.

Implement earlier recruiting efforts.

Determine the students' goals and develop appropriate plans.

Develop and improve Student Retention Plan.

Identify demographic trends.

Assess outcomes.

Link to Academic Master Plan and Strategic Plan.

Goal: Implement Campus Master Plan – Facilities

Conduct a facilities audit.

Develop preventative maintenance and replacement schedules.

Conduct an energy audit.

Develop a fully utilized and supported facility; operating as many hours as possible to provide an array of delivery modes to serve the changing needs of students.

Maintain and grow the Renovation, Remodel, and Replacement (RRR) Fund.

Create an RFP and conduct a Campus Master Plan.

Seek grants for facilities improvement.

Seek funds and resources to enhance the physical plant.

Create a sustainable and safe environment.

Assess outcomes.

Link to Strategic Plan.

Goal: Implement Technology Plan

Assess the technology needs of the students and staff.
Develop our technological capacity in order to enhance learning by students and staff.
Acquire funding for the acquisition and use of technological resources to facilitate learning.
Create a coordinated approach to all of the technology-related functions.
Assist in the development of faculty and staff in order to provide diverse learning opportunities.
Develop a maintenance and replacement plan for all equipment.
Assess outcomes.
Link to Strategic Plan.

Goal: Implement Institutional Development Plan

Orient and acclimate the Institutional Researcher to MCC.
Develop a plan for seeking grant opportunities.
Promote the College's capacities, services and opportunities.
Be creative in the acquisition and use of resources.
Enhance the Muskegon Community College Foundation.
Enhance work with alumni.
Seek funds and resources for the creation of an Institutional Development Office.
Assess outcomes.
Link to Strategic Plan.

Goal: Implement Budget Plan (Adequate Resources)

Develop a framework within which planning and resource allocation decisions can be made that reflect the College's mission, values and direction.
Maintain a General Fund balance equal to 15% of our operating budget.
Seek alternative funding sources to develop and sustain educational programs and facilities.
Develop an approach to resource allocation that emphasizes quality, simplicity, efficiency and planning.
Seamlessly work together across divisions of the College—Academic Affairs, Student Services and Administrative Services.
Maintain cost-effective internal controls in all departments.
Provide for adequate funding for our deferred maintenance and replacement funds.
Maximize the relationship of revenues to expenses on the sale of college services and operations.
Develop a multi-year budget.
Assess outcomes.
Link to Strategic Plan.

PRIORITY #2:

ENHANCE OUTREACH PROGRAMS TO ESTABLISH MCC AS A CENTER FOR LIFELONG LEARNING

Goal: Develop Center for Community Studies

- Define the Center and its responsibilities.
- Determine the feasibility of the Center.
- Complete a cost/benefit analysis.
- Create a business plan.
- Make a final decision.

Goal: Develop More Pre-College Programs/Outreach

- Identify current activities and programs and assess their effectiveness.
- Identify future activities and programs.
- Complete a cost/benefit analysis.
- Select feasible current and future programming opportunities.
- Create and implement action plans.

Goal: Enhance Partnership Opportunities

- Identify current activities and programs and assess their effectiveness.
- Identify future activities and programs.
- Complete a cost/benefit analysis.
- Select feasible current and future programming opportunities.
- Create and implement action plans.

Goal: Become a Focal Point for Learning and Cooperative Development in the College's Service Area

- Identify current activities and programs and assess their effectiveness.
- Identify future activities and programs.
- Complete a cost/benefit analysis.
- Select feasible current and future programming opportunities.
- Create and implement action plans.

Goal: Encourage Increased Use of Alternatives to Traditional Classroom-Based Education

- Identify current activities and programs and assess their effectiveness.
- Identify future activities and programs.
- Complete a cost/benefit analysis.
- Select feasible current and future programming opportunities.
- Create and implement action plans.

Goal: Develop an Integrated Approach to Marketing

- Revitalize campus-wide marketing plan.
- Develop a comprehensive communication plan.

PRIORITY #3:

RESTRUCTURE STUDENT SERVICES

Goal: Implement Student Services One-Stop

- Develop a new internal service process incorporating Colleague.
- Train and cross train staff based upon new work flow process.
- Develop schematic plans.
- Complete construction of area.

Goal: Develop Student Retention System

- Determine retention rate of varying MCC populations.
- Establish a method for determining student goals.
- Develop a student success model that will monitor progress.
- Set up systems to effectively communicate with students.
- Develop a year-round schedule.
- Develop systems to assist students with financial obligations.

Goal: Research Need for Child Care Program on Campus

- Identify current activities and programs and assess their effectiveness.
- Identify future activities and programs.
- Complete a cost/benefit analysis.
- Select feasible current and future programming opportunities.
- Create and implement action plans.

PRIORITY #4:

PROMOTE PROFESSIONAL DEVELOPMENT

Goal: Develop and Implement a Comprehensive Campus-Wide Plan

- Increase customer service focus.
- Increase competence in technology.
- Provide learning opportunities to encourage staff in embracing and accepting change.
- Continue professional education.
- Promote health and wellness.
- Encourage participation and communication in campus life processes and activities.

“SAID THE MOUNTAIN, I WILL CHANGE SO SLOWLY THAT NONE WILL NOTICE AND PEOPLE WILL FEEL SECURE.”

“SAID THE SAND DUNE, I WILL CHANGE WITH THE WIND SO THAT ALL WILL SEE AND BE FILLED WITH SURPRISE.”

Unknown

Strategic Plan 2006-2011

Participants

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