



Muskegon Community College

Capture the Moment:
2010-2015 Strategic Plan



A goal without a plan is just a wish.

– Antoine de Saint-Exupery

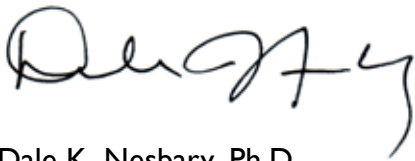


Capture the Moment: 2010-2015 Strategic Plan

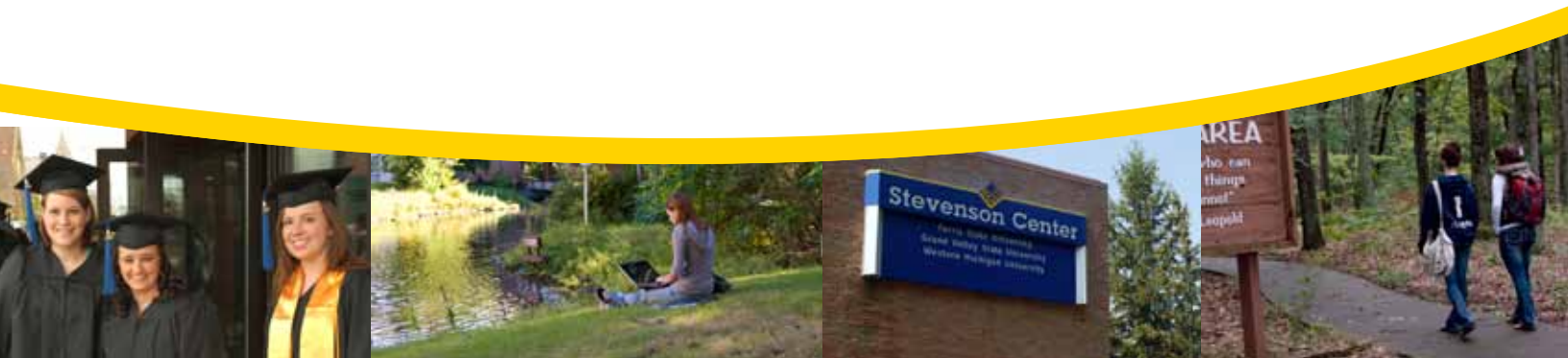
In today's changing economic, cultural and technological landscapes, planning for the future is critical. The vision put forth in this Strategic Plan incorporates bold ideas with imagination tempered with the reality of today. As I enter my second year at Muskegon Community College, my goal of making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



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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.

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

GUIDING PRINCIPLES

MCC programs and services are affordable and accessible

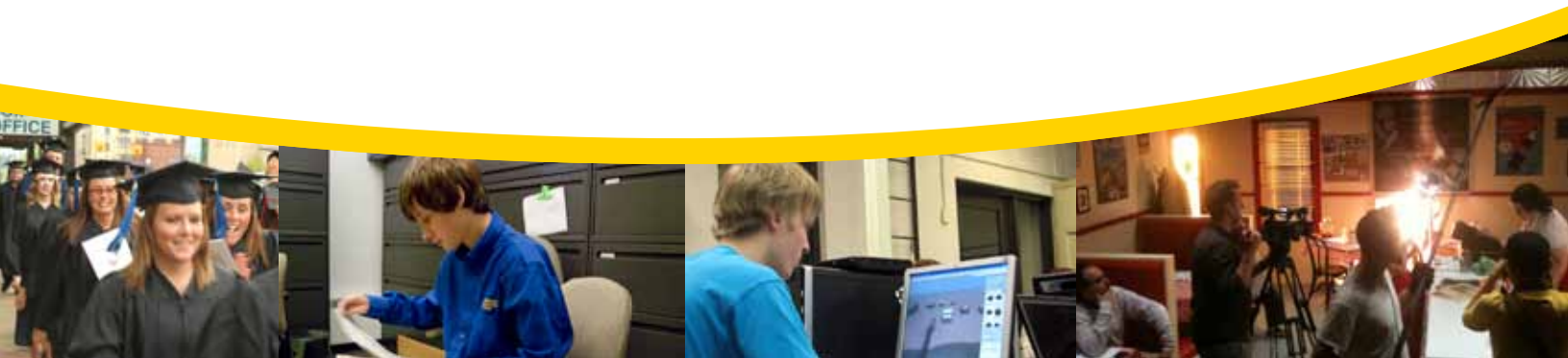
MCC programs and services are comprehensive in order to meet the diverse lifelong educational needs of the community

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

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



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 and reported 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.

In addition to mailing annual reports to our key stakeholders, quarterly "report cards" will be made available on our website each quarter. Community members will have the opportunity to view our progress and provide feedback on how well we are achieving our measurable goals. Updates will also be presented at each monthly meeting of the Board of Trustees, which are open to the public.

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.



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:

- Develop processes that encourage innovative thinking in program development.
- Evaluate and implement processes that strengthen academic success.
- Evaluate existing programs to determine sustainability and relevance for student and community needs.
- Evaluate, recommend and implement relevant course delivery systems that meet student and community needs.
- Promote lifelong learning through the development of unique and community driven offerings.

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:

- Provide comprehensive career development services for a diverse student population.
- Continue to refine and enhance student recruitment using a variety of effective techniques.
- Continue to enhance student persistence and success practices.
- Provide programs and events that respond to community needs locally, regionally, nationally, and internationally.

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:

- Optimize use of current space.
- Meet communication infrastructure needs for future developments.
- Utilize Facilities Audit for continued preventive maintenance.
- Incorporate an emphasis on sustainability and recycling efforts with all facility improvements.



Priority #4: Resource Development

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

Goals:

- Grow donor and alumni stewardship through increased fundraising efforts and enhanced marketing strategy.
- Research and pursue grant opportunities that will further MCC's mission.
- Cultivate mutually beneficial relationships that promote financial opportunities and revenues.
- Evaluate and improve communication infrastructure.
- Develop multi-year budget planning.

Priority #5: Human Resource Management

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

GOALS:

- Enhance and streamline hiring, orientation, mentoring and evaluation processes for prospective and current staff.
- Continue to strive to be a “best employer” by integrating available technology, promoting diversity and improving customer service to all stakeholders.
- Continue to evaluate the organizational structure of the college.
- Evaluate and strengthen the staff development program.
- Evaluate and enhance communication concerning compliance with federal and state requirements.

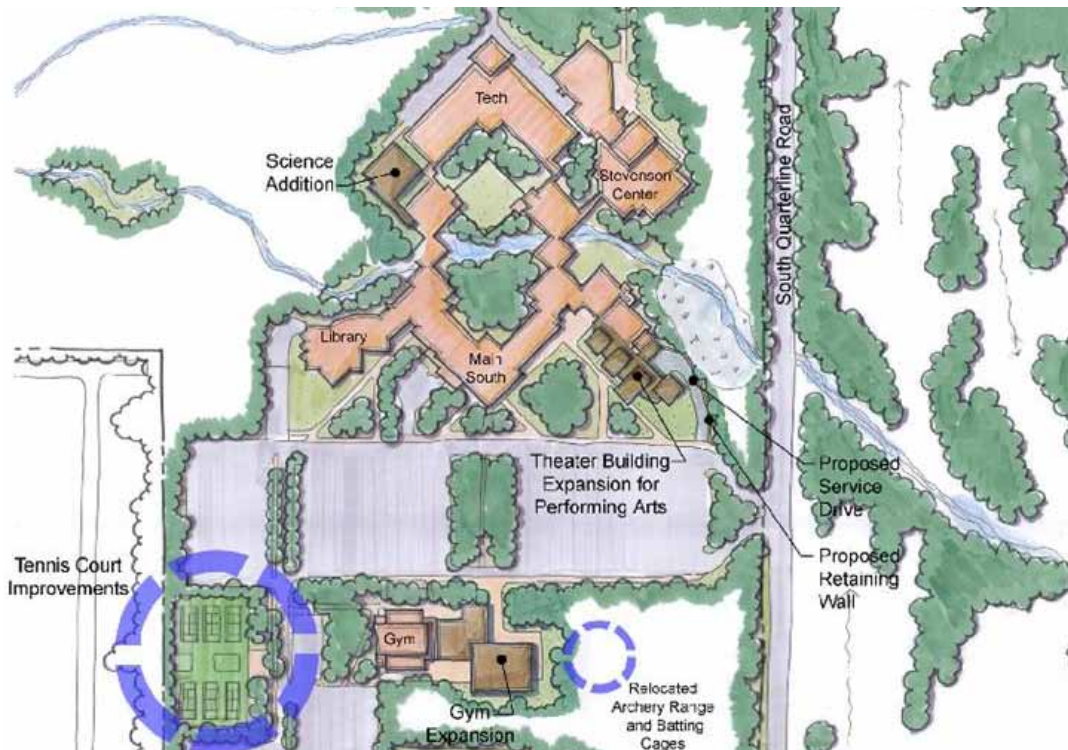


CAMPUS FACILITY MASTER PLAN IMPLEMENTATION

After a year of investigation, data gathering, and strategic planning, Muskegon Community College completed a facility master plan that indicated a clear need for additional instruction space. The master planning process was coordinated by the architecture firm TowerPinkster and included input from students, faculty, MCC's Board of trustees, and community members. The final plan defined three academic areas that require expansion in order to meet student needs: science, health education, and creative/performing arts.

MCC's Board of Trustees were unanimous in their support of going forward with the complete facility improvement plan that includes new construction for the three areas and upgrades to some of the existing facilities infrastructure. In light of the \$35 million investment required, the trustees elected to implement the plan in phases, with the science addition slated for phase I, health education for phase II, and new facilities for creative and performing arts in phase III.

These additions will help meet the growing enrollment, which has increased 20.51% over the past nine years. In addition, the focus areas will help meet community needs related to gaps in science education, increased emphasis on health, and additional arts programming to enhance community engagement. Feasibility studies for this project will be conducted in 2011, which will allow project timelines to be completed by early 2012.



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 any of the following members.

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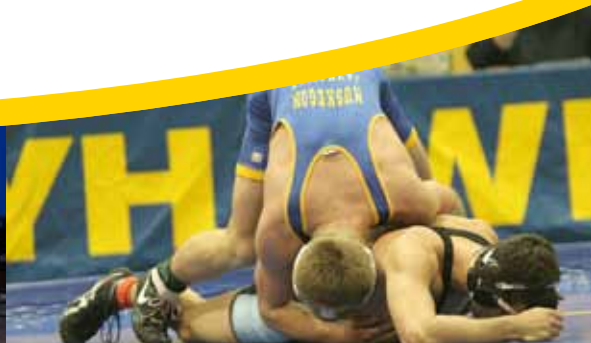
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