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Outcome #	Goal #	Priority	GOAL	DESIRED OUTCOME	FINAL PROGRESS REPORT TO COMMUNITY	CONTACT FOR METRICS AND OTHER DETAILS
1	1	Priority 1	Develop processes that encourage innovative thinking in program development.	Compile a report to share and get feedback at an extended cabinet meeting in December, 2011.	**Provide and encourage faculty to use regional labor market data to assess need for new programs**	Kelley Conrad, Vice President for Academic Affairs
2	1	Priority 1	Develop processes that encourage innovative thinking in program development.	Meeting and developing the completed list by December 2011. Share results at an extended cabinet meeting in January 2012.	**Use labor market information, transfer college information, community needs assessment.**	Kelley Conrad, Vice President for Academic Affairs
3	1	Priority 1	Develop processes that encourage innovative thinking in program development.	Compile a progress report to share and get feedback at an extended cabinet meeting in April 2012.	**Four Early College programs are running and successful.**	Kelley Conrad, Vice President for Academic Affairs
4	1	Priority 1	Develop processes that encourage innovative thinking in program development.	Compile a progress repot to share and get feedback at an extended cabinet meeting in March, 2012.	**We continue to add classes with an international travel component: Germany, Belize, Nivas/Bahamas**	Kelley Conrad, Vice President for Academic Affairs
5	2	Priority 1	Evaluate and implement processes that strengthen academic success.	IAC and Coordinating Council will approve new General Education program outcomes.	**All general education programs meet four outcomes approved by Higher Learning Commission (HLC).**	Kelley Conrad, Vice President for Academic Affairs
6	2	Priority 1	Evaluate and implement processes that strengthen academic success.	70% of MCC programs will complete program outcomes by summer semester, 2012.	**Program outcomes are set at department level based on specific related expertise. Curriculum maps are maintained for all programs and available on the common drive.**	Kelley Conrad, Vice President for Academic Affairs
7	2	Priority 1	Evaluate and implement processes that strengthen academic success.	70% of Dept. Chairs will submit an assessment report detailing how the information has been used.	**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.**	Kelley Conrad, Vice President for Academic Affairs
8	2	Priority 1	Evaluate and implement processes that strengthen academic success.	Develop a progress report that will be shared in an extended cabinet meeting in December 2012.	**MCC is an Achieving the Dream Leader College; to that end we are implementing 13 high impact practices recommended by AtD (6 fully implemented so far).**	Kelley Conrad, Vice President for Academic Affairs
9	2	Priority 1	Evaluate and implement processes that strengthen academic success.	Develop a progress report that will be shared in an extended cabinet meeting in December 2012.	**Academic Care team and Behavioral Intervention Team are fully functioning.**	Kelley Conrad, Vice President for Academic Affairs

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10	2	Priority I	Evaluate and implement processes that strengthen academic success.	Submit a report to the extended cabinet detailing attendance at professional development events by August, 2012.	**Increased opportunities with an increased focus on student success available to faculty. Examples include Faculty Seminar Days speakers, May Days professional development retreat, Achieving the Dream annual conference, HLC annual conference.**	Kelley Conrad, Vice President for Academic Affairs
~~11~~	2	Priority I	~~Evaluate and implement processes that strengthen academic success.~~	~~Submit a report with recommendations to the extended cabinet detailing attendance at professional development events by August, 2012.~~	*NA - this goal was withdrawn from the 2010-2016 Strategic Plan*	Kelley Conrad, Vice President for Academic Affairs
12	3	Priority I	Evaluate existing programs to determine sustainability and relevance for student and community needs.	Provide a report with recommendations to the extended cabinet in June of 2012	**Programs are reviewed on an ongoing basis and enhancements, discontinuations, and other program changes are made with the input of department chairs. The Guided Pathways format helps ensure programs are meeting student and community needs.**	Kelley Conrad, Vice President for Academic Affairs
13	3	Priority I	Evaluate existing programs to determine sustainability and relevance for student and community needs.	Completing the program evaluations on schedule	**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.**	Kelley Conrad, Vice President for Academic Affairs
~~14~~	~~3~~	Priority I	~~Evaluate existing programs to determine sustainability and relevance for student and community needs.~~	~~Provide a report with recommendations to the extended cabinet in September of 2013~~	*NA - this goal was withdrawn from the 2010-2016 Strategic Plan*	Kelley Conrad, Vice President for Academic Affairs
15	3	Priority I	Evaluate existing programs to determine sustainability and relevance for student and community needs.	Provide a report listing current articulation agreements to the extended cabinet in December of 2013	**Information about articulation agreements are available on the public website along with helpful transfer guides.**	Kelley Conrad, Vice President for Academic Affairs
16	3	Priority I	Evaluate existing programs to determine sustainability and relevance for student and community needs.	Provide a report to the extended cabinet describing the new checklist	**We continue to evaluate sustainability and relevance of all programs; this outcome was rolled over into the 2017-2022 Strategic Plan**	Kelley Conrad, Vice President for Academic Affairs
17	4	Priority I	Evaluate, recommend, and implement course delivery systems meeting student and community needs.	Present a progress report with recommendations to the extended cabinet.	**The evaluation process for instructors was enhanced with department input and with special consideration for online (distance learning) classes and instructors. Further specifics on how instructors are monitored is defined by the faculty contact.**	Kelley Conrad, Vice President for Academic Affairs

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18	4	Priority I	Evaluate, recommend, and implement course delivery systems meeting student and community needs.	Present a progress report with recommendations to the extended cabinet.	**DE Committee in place with a DE Coordinator (faculty member with release time).**	Kelley Conrad, Vice President for Academic Affairs
19	4	Priority I	Evaluate, recommend, and implement course delivery systems meeting student and community needs.	Present a report to the extended cabinet on the committee findings along with a possible implementation plan.	**Offer Early Childhood degrees online and many online courses. There is potential for other degrees.**	Kelley Conrad, Vice President for Academic Affairs
20	5	Priority I	Promote lifelong learning through the development of unique and communitydriven offerings/Evaluate community interest for new academic and community education programs.	Having the checklist completed by January, 2015.	**We use information collected from community members, agencies and organizations to determine classes, programs, activities and training.**	Trynette Harps, Dean of Community Outreach
21	5	Priority I	Promote lifelong learning through the development of unique and communitydriven offerings/Evaluate community interest for new academic and community education programs.	Have a strategic plan completed by March, 2012.	**LBISC constantly meets with business and industry contacts to offer training that is fully accessible and available; a training inventory form is used to determine specific needs. New internship Coordinator is in place.**	Kelley Conrad, Vice President for Academic Affairs
22	5	Priority I	~~Promote lifelong learning through the development of unique and communitydriven offerings/Evaluate community interest for new academic and community education programs.~~	~~Provide a report to the extended cabinet with recommendations of findings.~~	*NA - this goal was withdrawn from the 2010-2016 Strategic Plan*	Kelley Conrad, Vice President for Academic Affairs

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23	5	Priority 1	Promote lifelong learning through the development of unique and communitydriven offerings/Evaluate community interest for new academic and community education programs.	Having the checklist completed by January, 2015.	LBISC constantly meets with business and industry contacts to offer training that is fully accessible and available; a training inventory form is used to determine specific needs.	Kelley Conrad, Vice President for Academic Affairs
24	1	Priority 2	Provide comprehensive career development services for a diverse population.	Annually evaluated and adjusted as necessary	Just hired the Career and Transfer Coordinator to carry out various functions	John Selmon, Provost
25	1	Priority 2	Provide comprehensive career development services for a diverse population.	Annually evaluated and adjusted as necessary	(SB): Efforts could not be expanded due to lack of funding for requested new position	John Selmon, Provost
26	2	Priority 2	Continue to refine and enhance student recruitment using a variety of effective techniques.	Annually evaluated and adjusted as necessary	Recruitment software "Recruiter" and retention software "Pilot" are installed and will be fully operational by fall 2016; each will implement high impact practices to support student retention	John Selmon, Provost
27	3	Priority 2	Continue to enhance student persistence and success practices.	Annually evaluated and adjusted as necessary	Student Success Committee is in place and is led by Kelley Conrad, JB Meeuwenberg, and Jenny Klingenberg. They are implementing Guided Pathways are monitoring persistence, retention, and graduation rates	John Selmon, Provost
28	4	Priority 2	Provide programs and events that respond to community needs locally, regionally, nationally, and internationally.	Annually evaluated and adjusted as necessary	Dan RS works with enrollment services on an ongoing basis to identify and meet local business and industrial training needs	John Selmon, Provost
29	1	Priority	Optimize use of current space.	Increase utilization 5-10%.	We use information collected from community members, agencies and organizations to determine classes, programs, activities and training.	John Selmon, Provost
30	1	Priority 3	Optimize use of current space.	provide annual report identifying maintenance & equipment needs.	We do a summer audit (mainly Stevenson Center) each year. Minimal improvements are made based on this report. With the construction this past summer (2015) this was not done.	John Selmon, Provost
31	1	Priority	Optimize use of current space.	Have a decision by May 1, 2012.	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	John Selmon, Provost
32	1	Priority	Optimize use of current space.	Establish measurement and report.	We have requested an upgrade to our current room scheduling software to assist with academic scheduling. However, this does not pass the budget cuts each year.	John Selmon, Provost

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33	1	Priority 3	Optimize use of current space.	Increase external customer use by 10%.	Since, 2011 we have increased our customers by at least 10%. However, during the 14-15 fiscal year we were slightly down. This could be due to construction and our conference rooms were used for offices and/or storage rooms.	John Selmon, Provost
34	2	Priority 3	Meet communication infrastructure needs for future developments	Implemented.	Communication infrastructure, IT, security, and sustainability is considered in all construction projects	John Selmon, Provost
35	3	Priority 3	Utilize Facilities Audit for continued preventive maintenance.	Track and measure routine maintenance.	The annual maintenance schedules are monitored, implemented, and tracked	John Selmon, Provost
36	3	Priority 3	Utilize Facilities Audit for continued preventive maintenance.	Monitor budget.	The capital improvement/deferred maintenance plans are reviewed annually and monitored on an ongoing basis	John Selmon, Provost
37	3	Priority 3	Utilize Facilities Audit for continued preventive maintenance.	System implemented and benchmarks created.	School Dude maintenance request process ongoing. Software monitors progress of each work order until completion. Process functioning well.	John Selmon, Provost
38	4	Priority 3	Incorporate an emphasis on sustainability and recycling efforts.	Reduce waste - amount TBD once baseline is identified.	Collection of recycled materials is perpetual. Quad recycle stations are marketed to student base during Earth Week. Compost collection has increased with paper towel collection in restrooms.	John Selmon, Provost
39	4	Priority 3	Incorporate an emphasis on sustainability and recycling efforts.	Reduce energy use - amount TBD once baseline is identified.	Continued conversion to LED lighting is underway. LED lighting is placed in all re-models and new construction.	John Selmon, Provost
40	4	Priority 3	Incorporate an emphasis on sustainability and recycling efforts.	Report annually volume and variety of recycled material.	10.4 tons total/all recyclables annually. No link available. In process of clearer tracking method with vendor.	John Selmon, Provost
41	1	Priority 4	Grow donor and alumni stewardship through increased fundraising efforts and enhanced marketing strategies.	Increase donor satisfaction by 20% by 2015.	Goal exceeded in 2015 - no survey issued in 2016.	Amy Swope, FMCC Director
42	1	Priority 4	Grow donor and alumni stewardship through increased fundraising efforts and enhanced marketing strategies.	Increase alumni participation at by 10% in 11-12, and by 30% by 14-15.	*To follow: Data regarding alumni participation (did event attendance at ReunionFest increase 30% or more from 2010 to 2016?)*	Amy Swope, FMCC Director and/or Rachel Stewart, Alumni Relations Manager

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43	1	Priority 4	Grow donor and alumni stewardship through increased fundraising efforts and enhanced marketing strategies.	Implement successful $7 million capital campaign to support facility master plan implementation.	**Quiet phase of comprehensive campaign is underway. *(To follow: Dollars raised as of 12/31/16)***	Amy Swope, FMCC Director
44	1	Priority 4	Grow donor and alumni stewardship through increased fundraising efforts and enhanced marketing strategies.	Increase alumni relations satisfaction by 20% by 2015.	*To follow: Data regarding alumni satisfaction (did event satisfaction increase 20% or more from 2010 to 2016?)*	Amy Swope, FMCC Director and/or Rachel Stewart, Alumni Relations Manager
45	1	Priority 4	Grow donor and alumni stewardship through increased fundraising efforts and enhanced marketing strategies.	Have verified alumni and contact information for 10,000 alumni.	**730 confirmed alumni in RE, anticipating a large increase with Harris data migration.**	Amy Swope, FMCC Director and/or Rachel Stewart, Alumni Relations Manager
46	1	Priority 4	Grow donor and alumni stewardship through increased fundraising efforts and enhanced marketing strategies.	Increase TOMA (top of mind awareness) 10% by 2015.	**After reorganization, began working with RCP Marketing to maintain and improve branding. (TOMA was not measured again; research rescheduled for 2017/2018)**	Trynette Harps, Dean of Community Outreach
47	1	Priority 4	Grow donor and alumni stewardship through increased fundraising efforts and enhanced marketing strategies.	Improve perceptions 10% by 2015.	**After reorganization, began working with RCP Marketing to maintain and improve branding. (Research rescheduled for 2017/2018)**	Trynette Harps, Dean of Community Outreach
48	2	Priority 4	Research and pursue grant opportunities that will further MCC's mission.	Conduct annual review of funding opportunities through governmental and private foundations.	**In fiscal year 2016, MCC was awarded 6.5 Million Dollars in grants from the Federal and State governments. (Previous report was $10 million, so final report reflects 16.5 million)**	Eduardo Bedoya, Director of Institutional Research
49	3	Priority 4	Cultivate mutually beneficial relationships that promote financial opportunities and revenues.	Double donor database by 2015	**Goal exceeded in 2014 - as of 12/31/16, there were 2079 active donors**	Amy Swope, FMCC Director
50	3	Priority 4	Cultivate mutually beneficial relationships that promote financial opportunities and revenues.	Generate underwriting income for MCC TV.	**After reorganization, this was determined not obtainable without additional staff.**	Trynette Harps, Dean of Community Outreach

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51	3	Priority 4	Cultivate mutually beneficial relationships that promote financial opportunities and revenues.	Propose at least one joint alumni program with HEPs annually.	There were no joint alumni events (MCC and our HEPs Alumni Relations Offices are building relationships. They participated in Founder's Day, Jayhawk Scramble and was invited to the Donor's Appreciation Day last year.)	Amy Swope, FMCC Director and/or Rachel Stewart, Alumni Relations Manager
52	3	Priority 4	Cultivate mutually beneficial relationships that promote financial opportunities and revenues.	Meet annual fund goals.	Goal met or exceeded each fiscal year of strategic plan period	Amy Swope, FMCC Director
53	3	Priority 4	Cultivate mutually beneficial relationships that promote financial opportunities and revenues.	Develop legacy club and cultivate at least 10 members.	As of 12/31/16, there were 48 Legacy Donors	Amy Swope, FMCC Director
54	4	Priority 4	Evaluate and improve communication infrastructure.	Implement portal for campus contacts so that website can focus on marketing.	The Board of Trustees portal was completed in January of 2013, and the employee and student portal was completed in April of 2013.	Mike Alstrom, Ellucian/CIO
55	4	Priority 4	Evaluate and improve communication infrastructure.	Develop new website	Website created and implemented October 2015.	Trynette Harps, Dean of Community Outreach
56	4	Priority 4	Evaluate and improve communication infrastructure.	Improve way finding satisfaction by 20% by 2015	Wayfinding continues to be a top priority and directory signage and other signage needs identified in master plan will be implemented as permitted by millage funds or budget	John Selmon, Provost
57	4	Priority 4	Evaluate and improve communication infrastructure.	Meet the viewer satisfaction goals for MCC TV by 2015 (set after the 2012 survey)	After reorganization, outcome was modified. Our focus changed to address increasing programming.	Trynette Harps, Dean of Community Outreach
58	4	Priority 4	Evaluate and improve communication infrastructure.	10% increase of internal and external satisfaction ratings regarding environment	Each year of surveys, 100% of conference services customers rated the environment as excellent or good	John Selmon, Provost
59	4	Priority 4	Evaluate and improve communication infrastructure.	Send quarterly electronic newsletter to alumni starting March 2012	Quarterly e-newsletters and information messages have been sent since 2012.	Amy Swope, FMCC Director and/or Rachel Stewart, Alumni Relations Manager

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60	5	Priority 4	~~Develop multi-year budget planning~~	~~Presented to Board of Trustees each year~~	*NA - this goal was withdrawn from the 2010-2016 Strategic Plan*	Kelley Conrad, Vice President for Academic Affairs
61	1	Priority 5	Enhance and streamline hiring, orientation, mentoring and evaluation processes for prospective and current staff.	New form that can be used to track applicants from job posting to hire; eliminate handwritten applications; update questions and production of supporting documentation.	**New applicant tracking software, Silkroad, implemented successfully in Fall of 2016 to improve the experience for our candidates and supervisors**	Kristine Anderson, Executive Director of Human Resources
62	1	Priority 5	Enhance and streamline hiring, orientation, mentoring and evaluation processes for prospective and current staff.	Increase quality and quantity of applicants by 25%; Generate 25% more responses from across the state, country,(and foreign countries); 25% more diverse applicants.	**The Silkroad implementation has created better marketing and applicantion information for candidates. More individuals are applying for positions. Diversity of 2015/16 new hires was 65%/35% Female/Male, and the ethnicity of new hires was 30% minority.**	Kristine Anderson, Executive Director of Human Resources

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63	1	Priority 5	Enhance and streamline hiring, orientation, mentoring and evaluation processes for prospective and current staff.	Improve new hire process to enhance communication and orientation to new employment environment. Initial areas of concentration include: health care coverage, business cards, computer access, college policies and procedures, payroll, (where applicable) housing, ID badge, and integration into local community. Develop training and orientation modules. Increase retention by 10%. Decrease inconsistencies in internal policies. A student-led program where all student employees must attend as a condition of employment at the college.	**In addition to the individual orientation to review benefits, policy and structure, a semester long orientation program has been developed and successfully implemented in partnership by Academic Affairs, Human Resources and the Faculty Association. This new orientation program is approximately a 12 week program with visits from functional leaders who share the details of MCC's programs, goals and strategies to our new faculty. We also provide professional development workshops, and time to attend our institutional meetings so our new employees have a chance to see how we all work together for the success of our students.**	Kristine Anderson, Executive Director of Human Resources
64	2	Priority 5	Continue to strive to be a "best employer" by integrating available technology, promoting diversity and improving customer service to all stakeholders.	Electronic personnel files. Decrease storage space for recordkeeping, increase efficiency to access information.	**This priority was postponed, and will be pursued in the future.**	Kristine Anderson, Executive Director of Human Resources
65	2	Priority 5	Continue to strive to be a "best employer" by integrating available technology, promoting diversity and improving customer service to all stakeholders.	Designate a dedicated computer in Student Life Center for employment applications.	**Technology available for use to apply to our open positions in the Student Life Center.**	Kristine Anderson, Executive Director of Human Resources

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66	2	Priority 5	Continue to strive to be a "best employer" by integrating available technology, promoting diversity and improving customer service to all stakeholders.	More effective website to communicate with the outside community as well as broadcast postings.	**Our new applicant tracking system implementation created more candidate friendly information and processes with user friendly webpages, application process and candidate resources in 2016.**	Kristine Anderson, Executive Director of Human Resources
67	2	Priority 5	Continue to strive to be a "best employer" by integrating available technology, promoting diversity and improving customer service to all stakeholders.	Broadcast information to employees.	**Announcements are made at Board of Trustee meetings, through email, and HR portal information is available regarding faculty and staff changes.**	Kristine Anderson, Executive Director of Human Resources
68	2	Priority 5	Continue to strive to be a "best employer" by integrating available technology, promoting diversity and improving customer service to all stakeholders.	Improve retention. Improve professional development of employees; improve quality of employment experience.	**Turnover is very low at a little over 2% (without retirements)! Most people leave MCC only for retirment, and report they would recommend us to family and friends as a good place to work!**	Kristine Anderson, Executive Director of Human Resources
69	2	Priority 5	Continue to strive to be a "best employer" by integrating available technology, promoting diversity and improving customer service to all stakeholders.	A revised instrument will incorporate past accomplishments and future benchmarks. Preliminary recommendation is to change the evaluation period from mid-winter to end of the fiscal year. This change will enable leadership to direct employee actions within a particular timeframe, e.g. next school year.	**New software, Silkroad, has been purchased and implementation of performance management module are in progress.**	Kristine Anderson, Executive Director of Human Resources
70	3	Priority 5	Continue to evaluate the organizational structure of the college.	Improve talent management of employees to exceed strategic plan objectives for the college.	**Organization structures are in place and updated as needed to meet evolving institutional needs.**	Kristine Anderson, Executive Director of Human Resources

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71	4	Priority 5	Evaluate and strengthen the staff development program.	Improved delivery of service to all college stakeholders.	**Ongoing professional development opportunities are offered and developed based on requests and institutional needs**	Kristine Anderson, Executive Director of Human Resources
72	4	Priority 5	Evaluate and strengthen the staff development program.	Web Advisor for all employees.	**Web Advisor has been implemented and employees have ability to access and review their W-2, payroll information, paid time off balances, etc.**	Kristine Anderson, Executive Director of Human Resources
73	4	Priority 5	Evaluate and strengthen the staff development program.	Employees and vendors will reflect student body and service area demographics.	**MCC student body demographics are 17.4% minority as compared to our communities combined diversity of 15% as reported in the 2015 US Census data (Muskegon, Oceana, Ottawa, and Newaygo); and our overall employee data 2015/2016 IPEDS 13%.**	Kristine Anderson, Executive Director of Human Resources
74	4	Priority 5	Evaluate and strengthen the staff development program.	Improved customer service for all college stakeholders.	**Customer service training was available to all employees in 2013 and is being updated for continual improvement in 2017.**	Kristine Anderson, Executive Director of Human Resources
75	5	Priority 5	Evaluate and enhance communication concerning compliance with federal and state requirements.	Comply with federal, state and local requirements for safety and employment regulations; decrease risk and financial exposure to injuries from employees, students and visitors. Comply with HLC.	**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.**	Kristine Anderson, Executive Director of Human Resources