



Muskegon Community College

*Successful Students,
Successful Communities*

2017-2022 STRATEGIC PLAN



MCC President Dale Nesbary with Jayhawk and students



Over 180 volunteers served on seven strategic planning committees

Introduction

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

OUR MISSION

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



Integrated Planning Process

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.





Student success is MCC's top priority



MCC's new Science Center, opened in 2015, provides students with state-of-the-art laboratories

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.



“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.

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.



“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.



Foundation for MCC donor, Ralph McCrea, with recipients of the MHS Class of 1946 Scholarship

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.



“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.

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.



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

Dr. John Selmon, Provost and Executive Vice President, manages the enrollment services, financial aid, and other areas that help students access and excel in higher education.



MCC provides a welcoming environment for all students



MCC offers classes at several locations in Muskegon, Ottawa, and Newaygo Counties

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

Measurable objectives are set for each goal. Examples of related Key Performance Indicators include: Pell Grant eligibility, wellness participation, and Achieving the Dream Institutional Capacity Assessment Tool.



“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 Klingenberg is an English Instructor and is part of the Achieving the Dream Leadership Team.

About Muskegon Community College

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.



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.

INTEGRATED STRATEGIC PLANNING COMMITTEE MEMBERS

STUDENT SUCCESS COMMITTEE

Chair: Jenny Klingenberg - Muskegon Community College
Chair: JB Meeuwenberg - Muskegon Community College
Mike Alstrom - Muskegon Community College
Ashley Battle - Muskegon Community College
Matthew Benander - Muskegon Community College
Hollie Benson - Muskegon Community College
Sally Birkam - Muskegon Community College
Carol Briggs-Erickson - Muskegon Community College
Eric Carballido - MCC Student
Donella Cooper - Muskegon Community College
Patti D'Avignon - Muskegon Community College
Dean Fritzemeier - Muskegon Community College
Jane Gruler - Muskegon Community College
Sylvia Hayes - Muskegon Community College
Amy Huber - MCC Student
Shawn Jenkins - Grand Valley State University
Jeff Johnston - Muskegon Community College
Pauline Keith - Muskegon Community College
Jason Kennedy - Holton Public Schools
Diane Krasnewich - MCC Retiree
Dontel McMurray - MCC Student
Daniel Meyers - Muskegon Community College
Melissa Miller - WE CAN! Newaygo County
Ann Oakes - MCC Board of Trustees
Amanda Price - Michigan House of Representatives
Catherine Rusco - Muskegon Community College
Katherine Tosa - MCC Retiree
Dr. Timothy Trainor - MCC Retiree
Alena Zachery-Ross - Muskegon Heights PSAS

COMMUNITY NEEDS ASSESSMENT COMMITTEE

Chair: Dr. Ed Breitenbach - Muskegon Community College
Asst Chair: Kelley Conrad - Muskegon Community College
Eduardo Bedoya - Muskegon Community College
Beth Blanton - Lakeshore Advantage
Roxanne Buhl - Western Michigan University
Karin Burrell - Muskegon Community College
Mark DeJonge - Arconic/Alcoa Howmet
Christina Donley - Muskegon Community College
Wes Eklund - Fleet Engineers
Becky Evans - Muskegon Community College
Jon Felske - Muskegon Public Schools
Joy Gaasch - The Chamber Grand Haven Spring Lake Ferrysburg
Tom Groner - Muskegon Community College
Pete Haines - Ottawa Area Intermediate School District
Amy Heisser - Arconic/Alcoa Howmet
Greg Helmer - Mona Shores Public Schools Administration
Tracy Hilty - Ferris State University
Vance Hoffman - MCC Student
Andrew Ingall - Grand Haven Area Public Schools
Amy James - Muskegon Community College
Eric Jepsen - CWC Textron
Dr. Simone Jonaitis - Grand Valley State University
Dr. Theresa Kanoza - Muskegon Community College
Scott Kendall - Muskegon Community College
Cindy Larsen - Muskegon Lakeshore Chamber of Commerce

Richard Lowing - MCC Student
Kimberly Maguire - Mercy Health
Kim McLaughlin - Tri-Cities College Access Network
Tobias Moleski - Muskegon Community College
Dan Moore - Muskegon Community College
Papa N'jai - Muskegon Community College
Tim Norris - Muskegon Community College
Char Parker - Muskegon Community College
Chris Patterson - Muskegon Community College
Kathy Pollock - Muskegon Community College
Kevin Prindable - GE Muskegon
Daniel Rinsema-Sybenga - Muskegon Community College
Christine Robere - United Way of the Lakeshore
Clarence Rudat - Muskegon Community College
John Severson - Muskegon Area Intermediate School District
Kevin Stotts - Talent 2025
Teresa Sturrrus - Muskegon Community College
Jon Truax - Muskegon Community College
Dr. Lori Tubbergen Clark - Newaygo County RESA
Rick Vandekopple - ADAC Automotive
Alan Vanderberg - County of Ottawa
Jonathan Whan - Grant Public Schools

FACILITIES AND ENVIRONMENT COMMITTEE

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Asst Chair: Stan Dean - Muskegon Community College
Asst Chair: Paula Halloran - Muskegon Community College
Asst Chair: Gerald Nyland - Muskegon Community College
Chuck Ammond - Muskegon Community College
Tonette Brown - Muskegon Community College
Jon Bumstead - Michigan House of Representatives
Stacey Debrot - Muskegon Community College
Beda Dubois - Muskegon Community College
Cheryl Flannery - Muskegon Community College
Ann Fraser - Muskegon Community College
Dena Isabell - Consumers Energy
James Koens - Muskegon Area Transit System
Amber Kumpf - Muskegon Community College
George Maniates - Muskegon Community College
David Mayville - BMA Architects, P.C
Roy Portenga - MCC Board of Trustees
Chad Riehl - Community Member
Dan Rypma - Muskegon Community College
Teresa Sturrrus - Muskegon Community College
Theresa VanVeelen - Muskegon Community College
Sheila Wahamaki - Muskegon Community College
Tim Webber - Clark Construction

HEALTH AND SAFETY COMMITTEE

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Asst Chair: Jerry Conrad - Muskegon Community College
Asst Chair: Jessica Graf - Muskegon Community College
Al Barreto - Muskegon Community College
Pam Brown - MCC retiree
Charlotte Griffith - Muskegon Community College
Rod Hayhurst - Mercy Health
Jamie Hekker - Public Health of Muskegon County

Dan Knue - Muskegon Community College
Jeff Lewis - Muskegon Public Safety
Jeff Lohman - Muskegon Community College
Darren Mattone - Muskegon Community College
Kim Salinas - Muskegon Community College
Daniel Stout - Muskegon County Emergency Services
Larry Visconti - Muskegon Community College
Susan Zemke - Muskegon Community College

COMMUNICATIONS AND ENGAGEMENT COMMITTEE

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Anne Armstrong Cusack - State of Michigan
Duane Bennett - Mt. Zion Church of God in Christ
Stephanie Briggs - Muskegon Community College
Richard Carlson - Goodwill Industries of West Michigan
Jon Covington - Community Member
Dr. Donald Crandall - MCC Board of Trustees
Tim Cross - Living Word Church
Dakota Crow - Boys & Girls Club of the Muskegon Lakeshore
Shelinda Davenport - MCC Student
Jan Deur - Community Member
Eugene Fethke - Jerviss-Fethke Insurance Agency
Nancy Frye - MCC Board of Trustees
Thomas Harryman - Muskegon Community College
Erin Hoffman - Muskegon Community College
Todd Jacobs - Fremont Area Community Foundation
Debra Jones - Muskegon Community College
Tom Keenan - Community Member
Peter Koryzno - Muskegon Community College
Beth Kroll - Muskegon Community College
Erin Kuhn - West Michigan Shoreline Regional Dev Com
Cyndi Langlois - Muskegon Community College
William Loxterman - MCC Retiree
Dr. Frank Marczak - FMCC Board of Directors
Dr. Renica Minott - Muskegon Community College
Sean Mullally - MCC Board of Trustees
Diana Osborn - MCC Board of Trustees
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Heidi Romero - Muskegon Community College
Dr. Pamela Smith - Muskegon Community College
Amy Swope - Muskegon Community College
Robert Szymoniak - Fruitport Community Schools
Kurt Troutman - Muskegon Community College
Christopher VanOosterhout - Muskegon Community College
Edgar Watson - FMCC Board of Directors
Julie Weller - Muskegon Community College
David Wells - David M. Wells, Attorney At Law
Dr. Andy Wible - Muskegon Community College

ORGANIZATIONAL SUPPORT COMMITTEE

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Lee Andrews - Muskegon Community College

Wayne Barrett - FMCC Board of Directors
Arnold Boezaart - FMCC Board of Directors
Michaela Bossett - MCC Student
Janie Brooks-Davis - MCC Retiree
Irene Church - Muskegon Community College
Cindy DeBoef - Muskegon Community College
Beth Dick - Muskegon County
Eli Fox - Muskegon Community College
Mary Anne Gorman - FMCC Board of Directors
Dan Henderson/Kim Oakes - B&N College Booksellers
Bonita Jackson - Muskegon Community College
Amy James - Muskegon Community College
Mike Myers - Muskegon Community College
Diana Osborn - MCC Board of Trustees
AJ Osborne - Muskegon Community College
Lisa Sabourin - Employers Association of West Michigan
Edward Suchy - Muskegon Community College
Amy Swope - Muskegon Community College
Calvin Totten - Muskegon Community College
Bruce Wierda - Muskegon Community College

STEERING COMMITTEE

Chair: Dr. Dale Nesbary - Muskegon Community College
Asst Chair: Cindy DeBoef - Muskegon Community College
Kristine Anderson - Muskegon Community College
Eduardo Bedoya - Muskegon Community College
Dr. Ed Breitenbach - Muskegon Community College
Megan Byard-Karaba - Muskegon Opportunity
Kelley Conrad - Muskegon Community College
Tina Dee - Muskegon Community College
Jenny Klingenberg - Muskegon Community College
Tonia Lans - Muskegon Community College
Marty McDermott - Muskegon Community College
JB Meeuwenberg - Muskegon Community College
Steve Olsen - Northern Machine Tool
Dr. Nicholas Santilli - John Carroll University,
Society of College and University Planners
Dr. John Selmon - Muskegon Community College
Teresa Sturrrus - Muskegon Community College
Robert Szymoniak - Fruitport Community Schools
Christopher VanOosterhout - Muskegon Community College

IMPLEMENTATION TEAM

Dr. Dale Nesbary, President
Dr. John Selmon, Provost and Executive Vice President
Kelley Conrad, Vice President for Academic Affairs
Dr. Ed Breitenbach, Dean of Assessment and Instruction
Marty McDermott, Dean of College Services/Athletic Director
Kristine Anderson, Executive Director of Human Resources
JB Meeuwenberg, Faculty/Data and Analytics
Eduardo Bedoya, Director of Institutional Research
Trynette Harps, Dean of Community Outreach
Tina Dee, Director of Strategic Initiatives
Cindy DeBoef, Assistant to the President
Faculty Association President
Educational Support Staff Association President
Custodial/Maintenance Unit Association President



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