Since 1926, Muskegon Community College has transformed our community as an educational, cultural, and economic gateway to opportunity. Our annual report provides a summary of how we advanced our mission to serve students and communities over the past year. We trust you will be pleased with what we accomplished and how we continue to move the institution forward to meet the ever-changing needs of our students and the complex world in which they live and work. This year, we are focused on:

- Continuing to develop and provide programs that meet student and community needs while maintaining low 21:1 student-faculty ratio
- Determining the best course of action to implement the community-driven campus improvement plan, which outlines needs for expanded science, health, and arts facilities
- Increasing student success through programs mentoring, improved orientations, additional support services, and continued participation in the Achieving the Dream initiative to help improve success of underrepresented students

All of these activities have one thing in common; they will build stronger minds and stronger communities. We invite you to work with us as we position our communities as one of the most vibrant, thriving, and improving regions in the county. Please contact either one of us if you have questions about our annual report or would like to get information on how you can get involved through advocacy, board or committee membership, or community activism.

Dr. Don Crandall
Board of Trustees Chair

Dr. Dale K. Nesbary
President

Muskegon Community College trustees, faculty, and staff are dedicated to helping students reach their academic goals
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.

Our vision: Building our community's gateway to opportunities... Creating the first and best choice for success.

Successful Transfers 4
Talent Development 5
Innovative Programs 6
Fostering Excellence 7
Open Doors 8
Engaging Students 9
Appreciating Alumni 10
Supporting Students 11
Dedicated Donors 12
Financial Stewardship 16
Fast Facts 18
Contact Information 19

High quality academic programs, outstanding instructors, and dedicated staff providing supportive students services help ensure that all students coming to MCC have the opportunity to succeed.
At the heart of MCC’s mission is the commitment to prepare students for successful transfer to pursue advanced degrees. Strong academic programs, dedicated instructors, and supportive counseling and advising services provide students with a firm foundation for their academic career. Instructors, counselors, and staff work together to help support the successful transfers in a variety of ways:

- MCC’s Stevenson Center for Higher Education is home to three Universities; Ferris, Grand Valley, and Western, providing students with the opportunity to continue their education in Muskegon.
- Articulation agreements with six universities and colleges were created, providing a clear pathway for students pursuing a Bachelor Degree.
- Over 20 colleges and universities participated in our annual Transfer Fair for current students and guests.
- Grand Valley State University and MCC signed a Reverse Transfer Agreement, which will work to increase the number of students with MCC credentials.
- 39% successfully transferred to 4-year colleges, 13 points higher than the average rate of 26% among similar-sized community colleges in Michigan.

Counselors like Sylvia Hayes work closely with representatives from 4-year institutions so they can provide students with relevant information about transfer requirements.
“MCC gave me the knowledge and tools to start a completely new career. I am now a machinist operating a CNC and working to become a journeyman toolmaker.”

– Lee Hall, machinist at ITW Drawform, 2011 Industrial Technology Associate in Applied Science Degree

With 45 occupational degrees and 42 certificate programs, MCC provides a wide array of opportunities for students eager to develop the skills needed to start a new career. The needs of local business are also met, with Lakeshore Business and Industrial Service Center providing custom training solutions for their employees. Community members with an interest in career development, recreation programs, or learning a new hobby are able to select from hundreds of topics through MCC’s Continuing Education programs. Over the past year, MCC strengthened its position as a center of life-long learning with the following accomplishments:

• 293 students earned an occupational degree or certificate
• 81 employees at 5 local businesses participated in customized training programs
• There were 560 registrants for Continuing Education classes on everything from ACT test preparation to Zumba
• $18,660.75 in tuition fees were waived to SAM participants (Study Opportunities for Adult and Mature Citizens)

Awards Conferred in 2011-2012

- Associate in Science and Arts Degree with MACRAO 323
- Associate in Applied Science Degree 227
- Nursing Diploma 78
- Certificates 66
- MACRAO Transfer Agreement 14
- Professional Development Certificates (non-credit) 11

Char Parker, who teaches Computer Information Systems, is one many instructors who help prepare students for the needs of today’s employers
We are proud of our ability to rapidly respond to the evolving needs of the communities and students we serve. Many of our recent innovations are the result of our participation in the Achieving the Dream initiative. As we completed the second year in the initiative, we were able to use data collected to improve the College Success Seminar course, revamp Student Orientation, and restructure basic mathematics courses—all with the singular goal of strengthening student success on campus. In addition to improvements, we are developing new opportunities related to articulations, additional areas of study, expanded extracurricular activities, and new degrees and certificates. New programs implemented over the past year include:

- 12 new Entrepreneur Degrees that will help students start their own businesses related to automotive repair, graphic design, bookkeeping, and more
- Basic EMT certificate to train first responders
- Certificate in personal computers maintenance
- Web Game Development Certificate
- Two Associate in Applied Science Degrees related to Manufacturing and Engineering Technology

New Opportunities
- 12 new Entrepreneurial AAS Degrees
- 3 new Certificate programs
- 2 new Engineering/Technology AAS Degrees

Teresa Sturrus, Vice President for Academic Affairs, works with instructors like Dave Stradal to develop new programs, such as Entrepreneurial Studies, that respond to community needs
Many students and their families recognize that Muskegon Community College is a great place for top high school students to continue their success. In addition to outstanding academic programs, students can augment their studies with participation in Phi Theta Kappa, STEM (Science, Technology, Engineering, and Math) Club, the arts, and travel opportunities. Our Honors Credits program offers the opportunity for students to work under the guidance of an instructor on additional instructor-approved study. Last year, we also developed an undergraduate research program. Over the past year, MCC helped outstanding student continue their success through a variety of ways:

- 352 high school students participated in dual enrollment programs, allowing them to earn college credits that are also applied to high school graduation requirements
- 44 high-achieving students earned Honors Credits
- 138 students were in Phi Theta Kappa, the largest honor society in American higher education
- 66 students participated in travel and other experiential learning opportunities in Belize, Germany, and the battlefields of Gettysburg and Vicksburg
- MCC nursing program graduates scored 95.38% on the National Council Licensing Examination, far higher than the 87.9% national average

Advisor Kelley Conrad helps Phi Theta Kappa members like Mark Vitunskas maintain the high academic success required for honor society membership.
We are proud of our ability to help any student reach their goal. All students have access to free tutoring and counseling/advising services to make sure they stay on track. As an Achieving the Dream institution, Muskegon Community College is closing performance gaps for students of color and low-income students with a dedication to providing anyone with the opportunity to succeed. The College Success Center helps students develop the math, reading, and writing skills needed to succeed in college and beyond. In addition to support services, we help increase enrollment to higher education by providing classes where they are needed; online and at several locations in Ottawa and Newaygo Counties. Last year, we helped students achieve their dreams through a variety of activities:

- 26 adults participated in the free 6-week “College Boot Camp” program to help nontraditional students adjust to returning to the classroom
- Enrollment in Ottawa County classes increased over 146% and enrollment in Newaygo County classes increased by over 32%
- Special Services helped 246 students with special language or learning needs
- Financial Aid processed 8,627 FAFSA applications, and administered 3,179 Pell grants totaling more than $9.1 million in student aid
- The Foundation for MCC worked with generous donors to establish four new scholarships
- 62 high schools students in TRiO Upward Bound were assisted with the transition to college
- 2,522 students received free tutoring services

Enrollment Growth in Ottawa and Newaygo County Classes

Cathy Rusco and other College Success Center instructors help students realize their full educational potential by offering remedial classes and additional support in improving writing, math, reading, and study skills
Because students who are engaged are more likely to continue, persist, and graduate from college, we provide a variety of an array of vibrant student life and other activities that engage students with a diversity of interests. There is a growing body of research that supports the notion that engaged students, in and out of the classroom, are more likely to attain their academic goals, which is a major focus area for the college. Over the past year, we accomplished the following to help students engage and succeed:

• Over 200 students participated in nearly 30 student clubs and organizations

• 219 students participated in one or more of our 13 Jayhawk athletic teams and 8 student athletes received Academic All American recognition, a special honor for those with a 3.6 GPA and 45 or more credit hours

• The Softball team won the State and Regional title, Aaron Sherman was the National Champion in bowling, and Marty McDermott was named 2011-2012 MCCAA Athletic Director of the Year

• 2012 graduates, Tammie Anderson and Hope Buell, were nominated for the All-USA Community College Academic Team and were named to the All-Michigan Community College Academic team.

• Over 600 students participated in Arts and Humanities activities including 5 gallery exhibits, 10 concerts, 9 theater and dance productions, 3 film events, and 3 lectures—some of which were related to AhFest (Muskegon Area Arts & Humanities Festival)

As Vice President for Student Services, Dr. John Selmon and his team focus on supporting student success, from application to graduation.
Alumni Relations efforts at MCC focus on building lifelong relationships with alumni by keeping them informed, showcasing alumni success, and by providing them with opportunities to stay engaged with the College. Membership in the Alumni Association is free and automatic to those who graduated from or completed 50 credit hours at MCC, but anyone who attended MCC is welcome to attend alumni events. Over the past year, staff and volunteers engaged alumni through a variety of activities:

- The Distinguished Alumni Award dinner in honor of Anthony J. Kolenic, Class of 1973, was attended by 16 fellow alumni
- 162 Alumni provided updates on their academic, professional, and life achievements for publication in Reflections magazine
- 17 alumni served on the Alumni Relations Advisory Committee and helped plan the second annual ReunionFest, held in October 2012
- 204 Alumni received the inaugural issue of the quarterly e-newsletters
- 117 and counting “like” us on Facebook at www.facebook.com/mccalumni
- 238 new alumni were presented with a graduation gift at rehearsal for the 2012 commencement ceremony

Alumni Relations Manager, Julie Weller (r), collaborates with instructors like Sheila Wahamaki to develop events that engage alumni in the mission of the college and increase MCC pride.
The Foundation for Muskegon Community College (FMCC) exceeded its goal of $105,000 last fiscal year, raising $125,143.54 in pledge and cash donations. Many of the contributions were in support of the Reach for the Stars campaign to transform the 40-year-old Carr-Fles Planetarium into a state-of-art education and entertainment destination. The campaign concluded on March 31, 2012, and renovations were completed over the summer with the new planetarium opening to rave reviews in September 2012. In addition to processing 649 cash and pledge gifts, FMCC:

- Worked with a total of 546 individual and business donors
- Processed 428 pledge payments
- Received in-kind contributions totaling $77,280.61 from 86 donors, including the Kresge Foundation in-kind support for the Achieving the Dream initiative, valued at $50,000
- Donors sent $7,825 in donations directly to the Community Foundation for Muskegon County (CFFMC) to support the FMCC Endowment Fund and other funds managed by CFFMC
- Sent all donors 2011 calendar year statements and 2011-2012 fiscal year statements thanking them for their contributions

Diana Osborn, President of the Foundation for Muskegon Community College Board, and Tina Dee worked with board members and college employees to raise the funds needed to renovate the Carr-Fles Planetarium, scholarships, and for other student needs.
All contributions help advance the mission of the College and are appreciated. The following donors made cash or pledge contributions to the Foundation for Muskegon Community College of $100 or more during the last fiscal year (July 1, 2011 - June 30, 2012).

Donors are listed in alphabetical order within each contribution levels:

Supporters
$100-499.99

Friends
$500-999.99

Scholars
$1,000-2,499.99

Honors Circle
$2,500-4,999.99

High Achievers
$5,000-9,999.99

Visionaries
$10,000-24,499.99

President’s Club
$25,000 and up

High Achievers
ADAC Automotive (in memory of Brenda Gardner)
Community Foundation for Muskegon County
Ellucian
Laila V. Hansen Harshbarger

Honors Circle
Robert and Ruth Fountain
The estates of Isabel and Richard Gabrielson
Jean Stevenson
John G. and Suzi Norbeck Thompson
In Memory of:
Daniel R. Burt

Scholars
Amos Nordman Foundation
Edward C. Breitenbach
James and Donna Brooks
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Scott L. Stapel
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Robert and Ann Vanderlaan
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In Memory of:
Richard C. Ford
Gerry Krause
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**In Memory of:**
Lawrence J. Jensen DDS
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**In Honor of:**
MCC Office of Community Relations

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Stephen B. and Judith L. Weinstein
David and Nancy Wells
Brian Wensauer
Patricia Werly
In-Kind Contributors
The following donors provided in-kind gifts of goods or services valued at $100 or more July 1, 2011-June 30, 2012

Airport Tour and Travel
Julie A. Bamfield

Barnes & Noble College Booksellers
Jackie S. Bartley
Daniel and Janet Bialas
Pamela and Douglas Brown

Canine Country Club LLC
CBS Outdoor
Chase Hammond Golf Club
Irene and Gary Church
Community Shores Bank

Control Country Club LLC
CBS Outdoor
Chase Hammond Golf Club
Irene and Gary Church
Community Shores Bank
Jeanne Cooper-Kuiper and William Kuiper

Patricia Dee
Darlene A. DeHudy
Michael Flowers
Golfscape Inc
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Eugene and Nova Howard
Integrity Business Solutions LLC
Richard and Ann Kraft
The Kresge Foundation
Lincoln Golf Club
Darren Mattone
Dr. Dale K. and Connie Nesbary
Diana and Terry Osborn
Jean B. Pataky
Daniela Pellegrini
Victor Raczok II

Ramos Auto Body

Shoreline Inn and Conference Center
Johnathon Skidmore
Michael Sterba
David Stradal
Teresa and Tom Sturrus
Tyler Sales Company
Christopher and Joella VanOosterhout
Jane Wright

In Honor of:
Monte W. Beghtol
Jaci and Isabel Patrick
Patricia J. Tevebaugh

In Memory of:
Mary Jo McCann
James Retsema
Because increasing access to higher education is so central to MCC’s mission, we work hard to keep tuition rates affordable. Last year’s tuition was $81.50, $143 and $196 for in-district, out-district and out-state respectively. With the annual cost of attendance at 28% lower than some other options, MCC remains a great educational value. As MCC continues to face the challenges of declining federal, state and local revenues in the future, we will continue to work with faculty and staff to search for ways to contain our expenses and seek new revenue streams as they become available. Over the past year, the following steps were taken to reduce expenses to keep tuition affordable:

- 4,800 payment plans were activated, allowing students up to four months to pay tuition
- An energy reduction plan saved over $90,000 and earned an additional $10,000 in energy rebates
- Implementation of an electronic refund and student identification card resulted in a faster and more secure method of disbursing refunds to students while reducing staff time and mailing expenses

Vice President for Finance and Administration Rosemary Zink (l) and Director of Finance Beth Dick analyze data each month to determine how the college can reduces costs to help keep tuition rates affordable
# Statement of General Fund
## Revenues, Expenses, and Changes In Net Assets

### REVENUES

**Operating Revenues**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees</td>
<td>$14,246,568</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>252,622</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td><strong>14,499,190</strong></td>
</tr>
</tbody>
</table>

### EXPENSES

**Operating Expenses**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>15,583,823</td>
</tr>
<tr>
<td>Instructional support</td>
<td>3,306,807</td>
</tr>
<tr>
<td>Student services</td>
<td>5,060,748</td>
</tr>
<tr>
<td>Institutional administration</td>
<td>3,937,131</td>
</tr>
<tr>
<td>Public services</td>
<td>503,706</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>2,704,762</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>31,096,977</strong></td>
</tr>
</tbody>
</table>

**OPERATING INCOME (LOSS)**  (**16,597,787**)

### NONOPERATING REVENUES (EXPENSES)

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>State appropriations</td>
<td>$8,256,700</td>
</tr>
<tr>
<td>Property tax levy</td>
<td>9,226,663</td>
</tr>
<tr>
<td>Investment income</td>
<td>73,785</td>
</tr>
<tr>
<td><strong>Total nonoperating revenues (expenses)</strong></td>
<td><strong>17,557,148</strong></td>
</tr>
</tbody>
</table>

| Change in net assets        | 959,361  |
| Transfers in/out            | (3,182,250)|
| **Net change in assets**    | **(2,222,889)** |
| Net assets at July 1, 2011  | 5,463,621 |
| **Net assets at June 30, 2012** | **$3,240,732** |

---

Tuition and fees are now the primary source of revenue for the College, making up 44.4% of the total revenues, as both property taxes and state aid have decreased over the last several years. Enrollment in fiscal year 2011-12 was down slightly from the previous fiscal year to 12,688 students.

Instruction includes activities that deal directly with the teaching process. Student services includes enrollment, registration, records, counseling, financial aid, athletic programs and other activities that support services to students. Operation and maintenance of plant covers the operation, maintenance, administration, utilities, safety services and other costs necessary for the proper and safe operation of the college. Institutional administration covers institutional-wide support services including the president, community relations, financial services, human resources, and other administrative functions. Instructional support expenses includes the library/information technology center, the college success center and other instructional support functions to plan, implement and manage the instructional programs offered.

Muskegon Community College’s complete audited financial statements are available online at muskegoncc.edu/audit
Established
In 1926, the Muskegon Board of Education founded Muskegon Junior College as only the fifth two-year institution of higher learning in the state. In 1969, the college adopted its current name, Muskegon Community College, to better reflect its expanded role in meeting the region’s needs.

Locations
Designed by Alden B. Dow, Muskegon Community College’s main campus is located on 111 acres in Muskegon, Michigan. The campus is bounded on the west by U.S. 31, on the north by Stebbins Road, on the east by Quarterline Road, and on the south by Marquette Avenue. In addition to the main campus, MCC offers instruction at sites in Grand Haven, Spring Lake, Fremont, Newaygo, Grant, and Whitehall.

Accreditation
Muskegon Community College has been accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools since 1929. College and universities are evaluated every 10 years and/or periodically as necessary to maintain accreditation.

Degrees and Certificates
Associate in Applied Science Degrees: 45
Associate in Science and Arts Degrees: 9
Certificates: 42
Diploma: 1
Non-Credit Certificates: 1
Professional Development Credit: 7

By the numbers (as of fall 2012)
Enrollment: 5,067
Student-faculty ratio: 21:1
Faculty: 352 (full-time 97, adjunct 255)
Staff: 124
Tuition: $85.50 in-district, $153.00 out-of-district, $210.00 out-of-state
Students receiving financial aid: 70%
Student clubs and organizations: 30
Intercollegiate athletic teams: 13
Number of electronic books, magazine, journals, and newspaper titles in library: 47,000

Fun Facts
Colors: Blue and gold
Mascot: Jayhawk
Free indoor activity: Carr-Fles Planetarium shows 7pm Tuesdays and Thursdays
Free outdoor activity: Kasey Hartz Nature Trail, Room 135 (231) 777-0286
What to watch: MCC TV can be viewed in Muskegon County and Newaygo County on Comcast Channels 44-5 and 902, and in Ottawa County, Oceana County, northern Muskegon County and northern Allegan County on Charter Channel 994, or streamed online from muskegoncc.edu/mcctv
Faculty and staff welcoming new students with Jayhawk leading the way during Welcome Week activities

Muskegon Community College Board of Trustees
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Ann Oakes, Vice-Chair
Dorothy Lester, Treasurer
Nancy Frye, Secretary
Roy Portenga
Sean Mullally
Diana Osborn

Muskegon Community College Staff Leadership
Dr. Dale K. Nesbary, President
Teresa Sturrus, Vice President for Academic Affairs
Dr. John Selmon, Vice President for Student Services
Rosemary Zink, Vice President of Finance and Administration
Tina Dee, Director of Community Relations/Foundation Director
Aaron Hilliard, Director of Human Resources
Marty McDermott, Director of Athletics
Michael Alstrom, Chief Information Officer (Ellucian)

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Sean Mullally (Trustee), Treasurer
Kathleen Bates (MCC Faculty Representative)
Gary Britton
Tina Dee
Richard H. Kraft
Dr. Dale K. Nesbary

Main Campus/Student Welcome Center
221 S. Quarterline Road, Muskegon, MI 49442
Main number (231) 773-9131 toll-free (866) 711-4622 muskegoncc.edu

Enrollment Services, Room 108 (231) 777-0366
Counseling and Advising Center, Room 101 (231) 777-0362
Financial Aid, Room 106 (231) 777-0211
Hendrik Meijer Library/Information Technology Center, Room 165-L (231) 777-0270
Tutoring Center, Room 204 (231) 777-0393
Career and Employment Services, Room 103 (231) 777-0216
Special Populations, Room 206 (231) 777-0309
Carr-Fles Planetarium, Room 135 (231) 777-0286
MCC TV, Room 1101 (231) 777-0541

Ottawa County
421 Columbus, Grand Haven MI 49417

Newaygo County Locations
The Stream, 1 State Road, Newaygo, MI 49337
Newaygo County Regional Educational Service (NCRESA), 4747 W. 48th Street, Fremont, MI 49412
Fremont Public Schools Continuing and Higher Education Center (Formerly Quest High School), 350 Cedar Street, Fremont, MI 49412
Grant High School, 331 E. State St., Grant, MI 49327