

A photograph of three graduates in black caps and gowns with yellow and red stoles. The graduate on the left is a woman with brown hair, the middle one is a woman with glasses and a blue stethoscope, and the right one is a woman with short dark hair. They are all smiling. The background shows other people at a graduation ceremony.

**SUCCESSFUL STUDENTS,
SUCCESSFUL COMMUNITIES**

2017-18 Annual Report

Year One Progress Updates on our Five-Year Strategic Plan



Muskegon Community College



At Muskegon Community College, we always strive for the best. In 2017-18, our ongoing efforts were recognized by Best Colleges, which ranked MCC as Michigan’s top community college.

Achieving and maintaining success requires a clear focus on our future, one built upon a well-defined strategy that captures input from our campus and our community. Our 2017-2022 Strategic Plan, which emerged from participation by our most important stakeholders, provides us with a dynamic compass to navigate the next few years.


The pages of the 2017-18 Annual Report contain informative data on the college’s progress toward reaching our stated goals. Just as our Strategic Plan was a collaborative effort, so are the many successes resulting from its implementation. It is true that when we join hands, we can reach twice as far.

One example of this, which we are extremely proud to offer our students and the communities we serve, is the official opening of our state-of-the-art Carolyn I. and Peter Sturru Technology Center at 388 W. Clay in downtown Muskegon. This \$14.81 million advanced manufacturing and entrepreneurship facility is named for the philanthropic husband and wife, whose belief in the college and the community was manifested in their record-breaking \$1.5 million gift.

In June, MCC student Cody Theil won the inaugural Sarnicola Entrepreneur Award, a \$10,000 grant from another generous husband-and-wife team, Nick and Ashley Sarnicola, and the NextGen Foundation. The donors and the recipient, who was selected for his entrepreneurial idea, see a bright future for our region. The award presentation took place in conjunction with the opening of our Rooks|Sarnicola Entrepreneur Institute and the Lakeshore Fab Lab, a place where transformational ideas can become realities.

MCC’s cutting-edge facilities, both on our main campus and in downtown Muskegon, have gained statewide attention. Michigan Governor Rick Snyder chose MCC’s Sturru Technology Center in June to sign into law his Marshall Plan for Talent. Like us, he realizes that creating a skilled workforce impacts the economic prosperity and quality of life for all our residents.

On behalf of the entire campus community, thank you for doing great things in Muskegon and West Michigan. By working together we are making an extraordinary difference in the lives of our students and our community.


Dr. Dale K. Nesbary, President

OUR MISSION

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

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“It was important to MCC that this be a strategic plan for the community and by the community.”

– Tina Dee,
Director of Strategic Initiatives

Collaboration Leads to Focus on Student Success

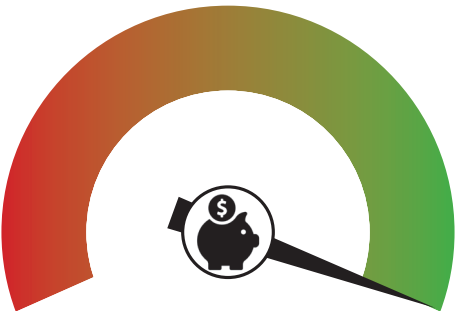
Throughout the 2016-2017 academic year, over 180 volunteers from the campus and community worked together to develop an integrated strategic plan to guide the activities of Muskegon Community College over the next five years. The college had the goal to create a strategic plan for the community, by the community. To that end, community input was sought throughout the process through listening tour events, preview forums, and surveys. The result is a plan with five priorities, all focused on student success.

During the first year of implementation of the 2017-2022 Strategic Plan, members of the Implementation Advisory Team worked closely with all departments to establish measurable objectives for each of the 25 goals. Over 100 measurable objectives were set. The objectives were then prioritized, with seven selected as Key Performance Indicators.

Muskegon Community College follows 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.

Going forward, our annual reports will focus on reporting the progress made on the goals set through this integrated planning process. We have provided a summary of accomplishments from the past year and focus areas for the current year for each priority. It is important to note that this is just summary information and does not include all accomplishments or current efforts. Progress metrics for our 100+ objectives are reported on a quarterly basis and are available for review on our website at muskegoncc.edu/progress.

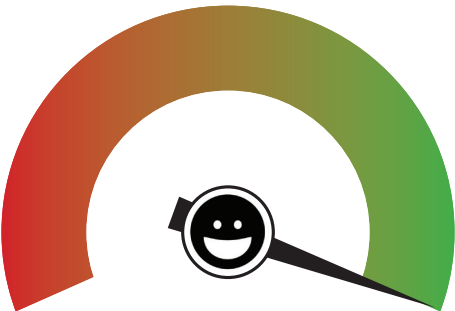
If you would like more details about the planning or implementation process, contact Tina Dee, Director of Strategic Initiatives, at tina.dee@muskegoncc.edu.



AFFORDABLE TUITION

100% ACHIEVED IN 2017-18
Keep tuition as the #1 lowest rate in Muskegon, Newaygo, Ottawa, and Kent Counties (objective #1.2.01)

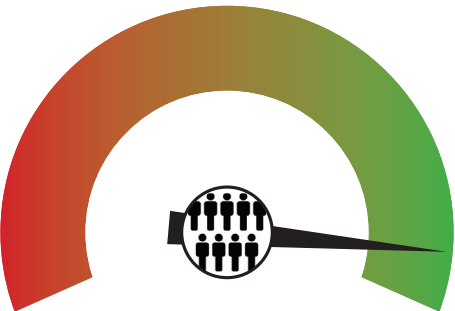
MCC offers the lowest rate in our 4-county service area



STUDENT SATISFACTION

100% ACHIEVED IN 2017-18
Maintain student satisfaction at same or higher rate than national average of 64% (objective #1.1.01)

The student satisfaction rate was 68% in the most recent survey



ENROLLMENT

97.66% ACHIEVED IN 2017-18
Maintain enrollment at the same level or greater than previous year (objective #1.3.01)

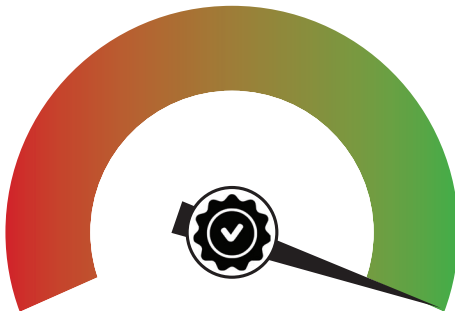
2017-18 Enrollment was down just slightly, 2.3%



GRADUATION RATE

100% ACHIEVED IN 2017-18
Maintain graduation rate at the same or greater than state average (objective #1.4.01)

19% earned a credential, the state median rate is 16%



ACCREDITATION

100% ACHIEVED IN 2017-18
Retain Accreditation by the Higher Learning Commission (objective #2.9.01)

MCC is fully accredited and on track for re-accreditation in 2020



EQUITY

21.05% ACHIEVED IN 2017-18
Reduce achievement gap in degree/certificate attainment among students of color (objective #1.4.02)

Graduation rates for students of color is 4% vs overall rate of 19%



FINANCIAL STEWARDSHIP

100% ACHIEVED IN 2017-18
End each fiscal year with a 100% balanced budget (objective #5.23.01)

We are on track to end FY2018 with a balanced budget



“We support students with what they need to succeed, whether it’s career planning or providing food from the Jayhawk Pantry.”

— Sally Birkam, Dean of Student Success and Campus Life



3,000+ Free Tutoring Sessions Provided

The Tutoring Center provides assistance for everything from “math anxiety” to help with course-specific challenges. Last year, over 1,000 students benefitted from a variety of service options including peer tutoring, walk-in tutoring, small group tutoring, and online tutoring.

MCC alumna Shelinda Knight-Davenport (left) explains that she was able to succeed at MCC, “thanks to the help I received at MCC’s tutoring center every semester,” which allowed her to join the Phi Theta Kappa Honor Society.

The Tutoring Center, which provided 3,244 sessions last year, recently earned certification from the CRLA International Tutor Training Program. “This means our tutors are not only qualified to help with content, but also to ensure students receive the best support possible,” said Dean Fritzemeier, Tutoring Services Manager.

2017-2022 Goals

1. Continue improving outstanding service initiatives to further enhance the student experience from awareness, application, and enrollment, through graduation and lifelong engagement
2. Increase awareness of and improve systems related to financial aid, scholarships, and other funding sources
3. Improve collaborations and outreach with K-12 partners and prospective students to provide clear pathways to higher education opportunities
4. Continue to improve student learning as evidenced by pass rates, persistence and retention, GPA, and goal attainment
5. Strengthen collaborations with higher education partners to increase the percentage of students who transfer to and succeed at four-year institutions

How well do these goals meet student and community needs? Visit muskegoncc.edu/progress to provide your feedback.

FY2017-2018 Accomplishments

- Established 40 measurable objectives related to providing student support
- Maintained the lowest tuition in Muskegon, Ottawa, and Kent Counties
- Implemented new career services software that allows students to upload resumes, search for jobs and internships, and explore career options
- Added a Student Planning software module that helps students graduate on time by helping them create and monitor an academic plan, review progress on graduation requirements, and register for classes
- Commenced renovation of the Testing Center that will expand services to students with a variety of abilities and will allow MCC to offer IT certification testing and CLEP (College-Level Examination Program) testing
- Hosted 19 high schools for College Visit Day

Focus areas for FY2018-19:

- Host English curriculum summit
- Increase completion rate of the Free Application for Federal Student Aid (FAFSA) to 69% (currently at 62%)
- Offer an online scholarship application process
- Create transfer school advisory board
- Increase enrollment of underrepresented students to same level as Muskegon County population (up to 19.9% from 15.7% as of 2017)
- Reduce achievement gap in 3-year degree/certificate attainment among students of color



“We guide students in the transfer process by optimizing their time at MCC to help make the transfer process as smooth as possible.”

Heidi Romero, Career and Transfer Services Coordinator, assists students with transferring to four-year institutions. MCC’s Career and Transfer Office also manages an online career management system that connects students and alumni with employment opportunities.

Priority #2 Academic and Training Programs

Develop, implement, and evaluate relevant and innovative programs that meet current and emerging student, business, industry, and community needs



“We take great pride in making sure our educational programs are relevant, engaging, and challenging so students are prepared for success.”

— Kelley Conrad, Vice President for Academic Affairs



Medical Assistant Joins Health Program Array

The Medical Assistant program is just one of many programs and services implemented in response to community needs. “We conduct community needs assessments using a variety of methods,” explains Dr. Edward Breitenbach, Dean of Instruction and Assessment. “This particular program was developed through an ongoing relationship with Mercy Health, who identified an emerging need for medical assistants in the West Michigan area.”

MCC responded to this need by offering a Medical Assistant program in January 2016, which became immediately successful. According to Program Coordinator Dawn Platt, “Students completing the program currently have a 100% pass rate after taking the national certification exam and 100% of graduates seeking employment have jobs working as medical assistants.”

Programs are also available in nursing, respiratory therapy, Certified Nursing Assistant (CNA), and Medical Office Management.

2017-2022 Goals

- 6. Provide viable courses and programs that address the changing needs of a diverse community
- 7. 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
- 8. 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
- 9. 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
- 10. Develop a new Academic Master Plan

How well do these goals meet student and community needs? Visit muskegoncc.edu/progress to provide your feedback.

FY2017-2018 Accomplishments

- Established 16 measurable objectives to support goals related to academic programs
- The Lakeshore Business and Industrial Service Center (LBISC) conducted a survey to assess how well MCC is doing to prepare students; the results are being analyzed and will be used to inform service expansion
- Committees were formed to prepare for reaffirmation of Accreditation by the Higher Learning Commission in 2020
- Five academic programs were reviewed to ensure they meet learning effectiveness guidelines (20% of academic programs are reviewed each year)

Focus areas for FY2018-19:

- Improve pass rates of gateway courses
- Conduct one needs assessment each year to determine what academic programs and courses are required to meet un-met needs in three-county service area, share/discuss results at 2019 summit
- Develop and promote new Academic Master Plan by 4/30/19, which will include strategies for programs related to health and STEM (science, technology, engineering, math)



“MCC supports businesses by reaching out with all aspects of education: apprenticeship education, up-skill training.”

— LBISC client
MCC’s Lakeshore Business and Industrial Service Center helps meet the challenge of global and local competition by providing a variety of training options. They work closely with area industries and business leaders to ensure training options meet local needs.

Priority #3 Facilities and Infrastructure

Provide a state-of-the-art learning environment that meets academic needs while promoting access and sustainability



“Quality facilities and equipment support student success. Our students get to enjoy and experience learning in some of the best educational facilities in Michigan!”

– Dr. John Selmon, Provost



Health & Wellness Center to Open January 2019

The Health and Wellness Center, a new 52,000 squarefoot classroom and academic facility on the main campus is scheduled to open in January 2019. It will be the home to MCC’s Health, Physical Education and Recreation Department, the Medical Assistant Program, the Nursing and Respiratory Therapy Simulation Center.

A Mercy Health Partners Primary Care Center is also incorporated into the facility. The collaboration between MCC, Mercy Health, and Grand Valley State University, will provide MCC nursing students with opportunities for required clinical hours.

If you would like to be invited to the grand opening, please send your contact information to strategic.planning@muskegoncc.edu.

2017-2022 Goals

- 11. Complete 2010 Facility Master Plan, including construction of health and wellness center, arts facility, and downtown center
- 12. Improve room numbering system and establish wayfinding consistency at all locations
- 13. Improve access of our facilities, technology, and media to expand equal opportunities for persons with various abilities
- 14. Demonstrate environmental stewardship by implementing a comprehensive institutional sustainability plan
- 15. Provide high quality technology wherever and however programs and services are offered to students, employees, and community members
- 16. Commission a new Facility Master Plan by 2020 to assess future facility needs in Muskegon, Ottawa, and Newaygo Counties

How well do these goals meet student and community needs? Visit muskegoncc.edu/progress to provide your feedback.

FY2017-2018 Accomplishments

- Established 15 measurable objectives to support goals related to facilities, technology, and other infrastructure needed to provide a state-of-the-art learning environment
- The Peter and Carolyn I. Sturuss Technology Center opened in downtown Muskegon
- Developed procedure to measure level of satisfaction with technology among students and employees,
- The IT Help Desk responded to 5,473 support requests by students and employees while earning a service rating of 4.85 out of 5
- Sustainability efforts included installation of two beehives and Earth Week activities that were focused on reducing plastic waste

Focus areas for FY2018-19:

- Open new Health and Wellness Center on Main Campus
- Continue to evaluate and improve sustainability efforts
- Continue to assess and expand facility, technology, and media accessibility for persons with various abilities
- Develop signage standards and specifications
- Begin process of renumbering rooms on Main Campus and identify signage needs



“Our students utilize leading hardware and software programs in the classroom. This allows us to prepare our students for rewarding and in-demand careers via a hands-on approach.”

Instructor Mark Verhoeven teaches networking classes using advanced hardware and software from CISCO, Microsoft, CompTIA, and virtualization technologies utilizing VMWare.

Priority #4 Engagement and Collaboration

Expand collaborations and improve communications to further engage the community in the mission of MCC



“Our collaborations with K12 districts, government officials, and business and industries help ensure student needs are being met.”

– Dr. Dale Nesbary, President



Enrollment Reps Provide Paths to Success

Meeting with an enrollment representative is usually the first step in the journey to success for community college students. Much of the time, the first steps in this journey are taken before they visit any of our campus locations. In addition to servicing 57 high schools in our four-county service area, the reps are often at a variety of community events and collaborate with Michigan Works, United Way, and other partner organizations.

The ultimate goal is to show prospective students a path to success by getting them on campus to see all that MCC has to offer. In addition to campus tours, they offer a variety of events to help reduce any concerns related to the college experience. “Last year we implemented College 101, an event that provides prospective students and their families the opportunity to tour the campus, learn about areas of study, and get tips on how to succeed,” explained Stephanie Briggs, Director of Admissions.

2017-2022 Goals

- 17. Clearly differentiate MCC in communications with prospective students, community partners, donors, and alumni
- 18. Continue to improve marketing and communication efforts to increase enrollment while increasing awareness of mission, programs, and services
- 19. Cultivate strategic partnerships with business, industry, and other key organizations to meet needs and support student success
- 20. Promote philanthropic support of students, scholarships, programs, and endowments
- 21. Increase pride and involvement among alumni and retirees

How well do these goals meet student and community needs? Visit muskegoncc.edu/progress to provide your feedback.

FY2017-2018 Accomplishments

- Established 29 measurable objectives to support goals related to strategic partnerships, marketing, fundraising, and alumni/retiree relations
- LBISC Engaged 47 businesses in training services, exceeding the goal of 39
- 20 Alumni and retirees attended the Founder’s Day event
- Foundation for Muskegon Community College (FMCC) donors contributed over \$127,000 to the Annual Fund Campaign, supporting scholarships, Jayhawk Pantry, various academic programs, and other mission-driven needs

Focus areas for FY2018-19:

- Develop and test key messages for marketing and other key communications
- Measure the impact of marketing to prospective students, community members, and alumni through conversions on social media and the website
- Establish procedures to track and report relationship activities with K-12 districts, higher education partners, and other potential partners; use reporting data to identify additional collaboration opportunities to meet student and community needs
- Increase alumni submissions to MCC’s magazine, *Reflections*
- Promote awareness of MCC programs and services by expanding circulation of *Reflections* magazine and e-newsletters
- Meet or exceed the FMCC Annual Fund Goal of \$100,000
- Continue progress on the Capital Campaign, which has a goal to raise \$5 million by 2022 for facilities and equipment



“Growing Jayhawk Pride among our alumni and retirees helps build a sense of community and strengthens support for our students.”

Rachel Stewart supports alumni and retiree engagement by coordinating a variety of activities such as networking and social events, the Distinguished Alumni Award program, and managing benefits for Alumni Association members, which is free for alumni! Details are available at muskegoncc.edu/alumni.

Priority #5 Culture and Equity

Strengthen our culture of inclusion, equity, accountability, safety, and well-being



“The well-being and safety of our MCC community members is a priority and crucial to personal, professional, and academic success.”

– Kristine Anderson, Executive Director of Human Resources



Jayhawk Culture: Diversity, Equity, Inclusion

In order to provide an environment where everyone feels welcomed and has the opportunity to succeed, MCC has implemented a number of policies, goals, and activities.

In addition to setting goals that address the enrollment and success rates for students of color, MCC offers a variety of events, including the “...And Justice for All” community discussions series. “Now is as good a time as ever to engage our students in a larger societal issue that is worth talking and educating our students beyond the normal classroom discussions,” says Dr. John Selmon, Provost.

Other programs and services include Jayhawk Academy, a 13-week enrichment program for adults with unique needs and disabilities, and Wings, a summer enrichment program for K-7 students. More information about MCC’s diversity, equity, and inclusion activities is available at muskegoncc.edu/dei.

2017-2022 Goals

- 22. Develop and implement programs for students and employees to further promote inclusion and equity, creating a welcoming environment for all
- 23. Promote a culture of accountability by establishing key performance indicators (KPIs) for all departments and expand the institutional dashboard to report our progress to the community
- 24. Continue to monitor and enhance safety and security at all MCC locations and online environments
- 25. Establish student and employee wellness programs

How well do these goals meet student and community needs? Visit muskegoncc.edu/progress to provide your feedback.

FY2017-2018 Accomplishments

- Established 21 measurable objectives to support goals related to inclusion, equity, accountability, safety, and well-being
- Completed an assessment that measured MCC’s data security against 120 controls derived from Industry Standards (ISO27000)
- Commenced a facility safety vulnerability assessment of all MCC locations
- 33 of MCC departments established one or more Key Performance Indicators
- Employees were offered several wellness programs including Weight Watchers and a walking program
- FY2017-18 Budget goals were achieved and the Board of Trustees approved a FY2018-19 balanced budget in May 2018

Focus areas for FY2018-19:

- Review results of facility vulnerability assessment and set new measurable objectives to increase campus safety at all locations
- Increase the percentage of students who feel welcome on campus, currently at 43%, to the national average of 55%
- Maintain financial stewardship by keeping all expenses at or below budgeted amount
- Increase diversity of applicant pool for faculty positions to reflect population of Muskegon County (23.6% non-majority in 2017)
- Offer at least one wellness program for students at Health and Wellness Center when it opens in January



“We use data to identify achievement gaps and ways to close them. From academic interventions to courageous conversations, we meet students where they are and challenge them meet high expectations.”

J.B. Meeuwenberg, College Success Center chair, works with Sally Birkam, Dean of Student Success, and Jenny Klingenberg, English faculty.



“I am doing this
for the love of
Muskegon and the
love of Muskegon
Community
College.”

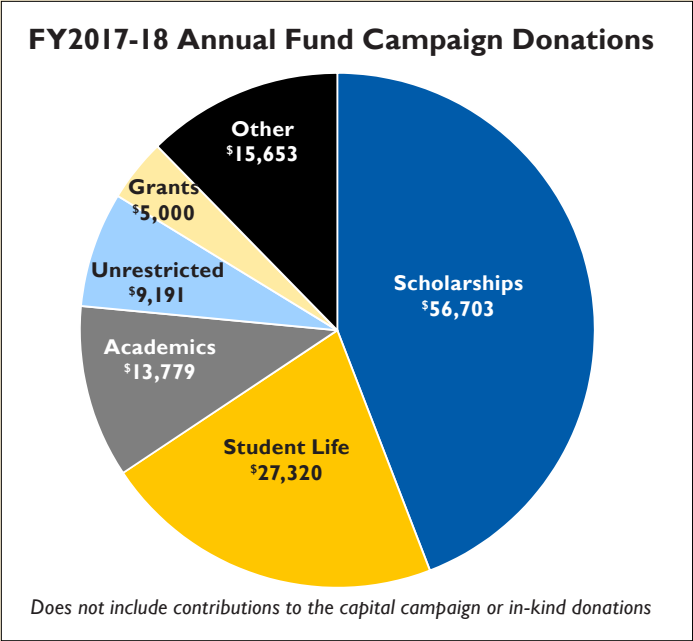
– Peter Sturrus, who, with his wife,
Carolyn Iversen Sturrus, donated
\$1.5 million to support MCC’s new
facility in downtown Muskegon

FMCC Raises \$2,132,131 for Facilities and Student Support

The Foundation for Muskegon Community College (FMCC) is a nonprofit 501c3 organization with the sole purpose to raise funds to support MCC. Last year’s campaign efforts raised \$2,132,131 through a variety of efforts. Highlights include:

- The FMCC Capital Campaign made it to the half-way to the goal of raising \$5 million by 2022, with much thanks to Carolyn I. and Peter Sturrus for a \$1.5 million gift, the largest single donation in the history of the college
- FMCC donors contributed over \$127,000 to the Annual Fund Campaign to support scholarships, academic programs, and student life activities/ services, including the Jayhawk Pantry
- Nearly 150 people attended Founder’s Day, which featured dueling pianos entertainment and raised nearly \$8,000 for the Jayhawk Food Pantry
- Nearly \$10,000 was raised to support the Student Success Emergency Fund at the annual Jayhawk Scramble golf outing

For more information about how you can support students with a gift to the Foundation for MCC, contact FMCC Director, Amy Swope, at amy.swope@muskegoncc.edu.



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, 2017 - June 30, 2018).

Donors are listed in alphabetical order within each contribution levels:

President’s Club

\$25,000 and up

Visionaries

\$10,000-24,499.99

High Achievers

\$5,000-9,999.99

Honors Circle

\$2,500-4,999.99

Scholars

\$1,000-2,499.99

Friends

\$500-999.99

Supporters

\$100-499.99

President’s Club

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In memory of Robert Slager
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Visionaries

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Community Foundation for Muskegon County
Fisher Family Fund
Steven and Debra Jackson
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Warner Norcross & Judd

Honors Circle

Ellucian
Ronald and Nadine Gaffner
Susan Jackson
Power Wellness Management
Peter M. Turner
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Scholars

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Kristine Anderson
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Mr. B’s Pancake House
Sean Mullally and Amanda Weissert
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Edwin and Sandra Young
James and Jane Zwiers

*deceased

Legacy Society

The Foundation for Muskegon Community College Legacy Society is comprised of individuals who have included Muskegon Community College in their estate planning. Anyone wishing to leave a legacy at the College may do so through planned gifts like bequests, trusts, annuities, or by designating MCC as the beneficiary of a life insurance policy. These thoughtful contributions help strengthen the endowment and will enable MCC to advance its mission to help students and communities for generations to come. The following supporters indicated they plan to leave a bequest or have already done so:

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Edgar Watson, Member at Large, Vice President
Frank Marczak, Member at Large, Secretary
Tom Dake, Member at Large, Treasurer
Gary Britton, Member at Large
Goeff Hansen, Member at Large
Richard H. Kraft, Member at Large
Ken Long, Member at Large
Toby Moleski, Faculty Representative
Sean Mullally, Trustee Representative
Diana Osborn, Trustee Representative
Rachel Stewart, Alumni Relations Manager
Nicholas Strait, Member at Large
Susan Zemke, Faculty Representative
Dale Nesbary, Mcc President
Amy Swope, Foundation Director

The Foundation for Muskegon Community College (FMCC) Board members play an active role in our donor stewardship and fundraising efforts. If you would like to help advance the mission of MCC, visit muskegoncc.edu/fmccboard for our application or contact us at foundation@muskegoncc.edu.

Throughout the 2016-17 academic year, 180 volunteers from Muskegon, Ottawa, and Newaygo counties worked together to identify priorities and develop goals to meet student and community needs. Throughout the process, community input was solicited through a series of forums and an online survey. The efforts resulted in a five-year plan that's focused on student success. We appreciate the efforts of all those who contributed to the development and implementation of MCC's strategic plan.

2017-2022 Implementation
Advisory Team

- Dr. Dale Nesbary, President
- Dr. John Selmon, Provost and Executive Vice President
- Kelley Conrad, Vice President for Academic Affairs
- Mike Alstrom, Chief Information Officer
- Kristine Anderson, Executive Director of Human Resources
- Eduardo Bedoya, Director of Institutional Research
- Sally Birkam, Dean of Student Success and Campus Life
- Dr. Ed Breitenbach, Dean of Assessment and Instruction
- Cindy DeBoef, Assistant to the President
- Tina Dee, Director of Strategic Initiatives
- Trynette Harps, Dean of Community Outreach
- Marty McDermott, Dean of College Services and Athletic Director
- JB Meeuwenberg, College Success Center Faculty
- Amy Swope, FMCC Director
- Faculty Association President
- Educational Support Staff Association President
- Custodial/Maintenance Unit Association President

STUDENT SUCCESS COMMITTEE

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

COMMUNITY NEEDS
ASSESSMENT COMMITTEE

- Chair: Dr. Ed Breitenbach - MCC
- Asst Chair: Kelley Conrad - MCC
- Eduardo Bedoya - MCC
- Beth Blanton - Lakeshore Advantage
- Roxanne Buhl - Western Michigan University
- Karin Burrell - MCC
- Mark DeJonge - Arconic/Alcoa Howmet
- Christina Donley - MCC
- Wes Eklund - Fleet Engineers
- Becky Evans - MCC
- Jon Felske - Muskegon Public Schools
- Joy Gaasch - The Chamber Grand Haven Spring Lake Ferrysburg
- Tom Groner - MCC

- 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 - MCC
- Eric Jepsen - CWC Textron
- Dr. Simone Jonaitis - Grand Valley State University
- Dr. Theresa Kanoza - MCC
- Scott Kendall - MCC
- Cindy Larsen - Muskegon Lakeshore Chamber of Commerce
- Richard Lowing - MCC Student
- Kimberly Maguire - Mercy Health
- Kim McLaughlin - Tri-Cities College Access Network
- Tobias Moleski - MCC
- Dan Moore - MCC
- Papa N'Jai - MCC
- Tim Norris - MCC
- Char Parker - MCC
- Chris Patterson - MCC
- Kathy Pollock - MCC
- Kevin Prindable - GE Muskegon
- Daniel Rinsema-Sybunga - MCC
- Christine Robere - United Way of the Lakeshore
- Clarence Rudat - MCC
- John Severson - Muskegon Area Intermediate School District
- Kevin Stotts - Talent 2025
- Teresa Sturuss - MCC
- Jon Truax - MCC
- 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

- Chair: Dr. John Selmon - MCC
- Asst Chair: Stan Dean - MCC
- Asst Chair: Paula Halloran - MCC
- Asst Chair: Gerald Nyland - MCC
- Chuck Ammond - MCC
- Tonette Brown - MCC

- Jon Bumstead - Michigan House of Representatives
- Stacey Debrot - MCC
- Beda Dubois - MCC
- Cheryl Flannery - MCC
- Ann Fraser - MCC
- Dena Isabell - Consumers Energy
- James Koens - Muskegon Area Transit System
- Amber Kumpf - MCC
- George Maniates - MCC
- David Mayville - BMA Architects, P.C
- Roy Portenga - MCC Board of Trustees
- Chad Riehl - Community Member
- Dan Rypma - MCC
- Teresa Sturuss - MCC
- Theresa VanVeelen - MCC
- Sheila Wahamaki - MCC
- Tim Webber - Clark Construction

HEALTH AND SAFETY COMMITTEE

- Chair: Marty McDermott - MCC
- Asst Chair: Jerry Conrad - MCC
- Asst Chair: Jessica Graf - MCC
- Al Barreto - MCC
- Pam Brown - MCC retiree
- Charlotte Griffith - MCC
- Rod Hayhurst - Mercy Health
- Jamie Hekker - Public Health of Muskegon County
- Dan Knue - MCC
- Jeff Lewis - Muskegon Public Safety
- Jeff Lohman - MCC
- Darren Mattone - MCC
- Kim Salinas - MCC
- Daniel Stout - Muskegon County Emergency Services
- Larry Visconti - MCC
- Susan Zemke - MCC

COMMUNICATIONS AND
ENGAGEMENT COMMITTEE

- Chair: Tonia Lans - MCC
- Asst Chair: Trynette Harps - MCC
- Dave Alexander - Community Member
- Anne Armstrong Cusack - State of Michigan
- Duane Bennett - Mt. Zion Church of God in Christ
- Stephanie Briggs - MCC
- 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 - MCC
- Erin Hoffman - MCC
- Todd Jacobs - Fremont Area Community Foundation
- Debra Jones - MCC
- Tom Keenan - Community Member
- Peter Koryzno - MCC
- Beth Kroll - MCC
- Erin Kuhn - West Michigan Shoreline Regional Dev Com
- Cyndi Langlois - MCC
- William Loxterman - MCC Retiree
- Dr. Frank Marczak - FMCC Board of Directors
- Dr. Renica Minott - MCC
- Sean Mullally - MCC Board of Trustees
- Diana Osborn - MCC Board of Trustees
- Taylor Packer - MCC Student
- Jean Roberts - MCC
- Heidi Romero - MCC
- Dr. Pamela Smith - MCC
- Amy Swope - MCC
- Robert Szymoniak - Fruitport Community Schools
- Kurt Troutman - MCC
- Christopher VanOosterhout - MCC
- Edgar Watson - FMCC Board of Directors
- Julie Weller - MCC
- David Wells - David M. Wells, Attorney At Law
- Dr. Andy Wible - MCC

ORGANIZATIONAL SUPPORT
COMMITTEE

- Chair: Kristine Anderson - MCC
- Asst Chair: Ken Long - MCC
- Mike Alstrom - MCC
- Lee Andrews - MCC
- Wayne Barrett - FMCC Board of Directors
- Arnold Boezaart - FMCC Board of Directors
- Michaela Bossett - MCC Student

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

STEERING COMMITTEE

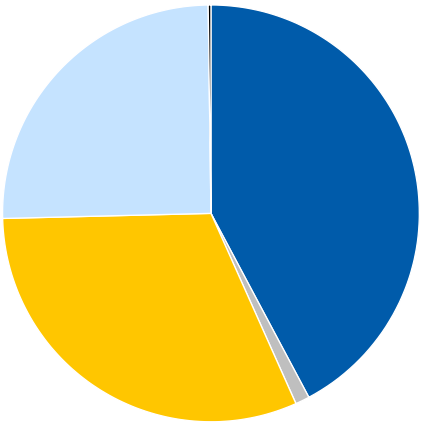
- Chair: Dr. Dale Nesbary - MCC
- Asst Chair: Cindy DeBoef - MCC
- Kristine Anderson - MCC
- Eduardo Bedoya - MCC
- Dr. Ed Breitenbach - MCC
- Megan Byard-Karaba - Muskegon Opportunity
- Kelley Conrad - MCC
- Tina Dee - MCC
- Jenny Klingenberg - MCC
- Tonia Lans - MCC
- Marty McDermott - MCC
- JB Meeuwenberg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

2017-2022 Strategic Plan
implementation updates
are reported quarterly at
muskegoncc.edu/progress

Muskegon Community College Statement of General Fund

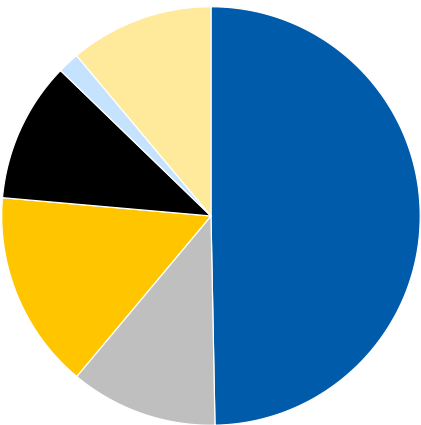
Revenues, Expenses, and Changes In Net Assets Year Ended June 30, 2018

About Muskegon Community College



Revenue

- Tuition and fees 42.22%
- Miscellaneous 1.10%
- State appropriations 31.30%
- Property tax levy 25.18%
- Investment income 0.21%



Expenses

- Instruction 49.69%
- Instructional support 11.39%
- Student services 15.31%
- Institutional administration 10.84%
- Public services 1.67%
- Facility maintenance 11.10%

REVENUES

Operating Revenues	
Tuition and fees	\$16,103,252
Miscellaneous	418,760
Total operating revenues	16,522,012

EXPENSES

Operating Expenses	
Instruction	17,892,276
Instructional support	4,101,978
Student services	5,511,540
Institutional administration	3,902,961
Public services	600,995
Facility maintenance	3,995,945
Total operating expenses	36,005,695

OPERATING INCOME (LOSS) (19,483,683)

NONOPERATING REVENUES (EXPENSES)

State appropriations	\$11,938,532
Property tax levy	9,603,251
Investment income	81,358
Total nonoperating revenues (expenses)	21,623,141

Change in net assets 2,139,458

Transfers in (out) 0

Net change in assets 2,139,458

Net assets at July 1, 2017 9,602,367

Net assets at June 30, 2018 \$11,741,825

Note: These financial results are preliminary and some changes may occur. Audited results will be available in November 2018. To view Muskegon Community College's complete audited financial statements, visit www.muskegoncc.edu/financial-services/budget-and-performance-transparency-reporting/



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.

Board of Trustees

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Kristine Anderson, Executive Director of Human Resources
Eduardo Bedoya, Director of Institutional Research and Grants
Cindy DeBoef, Executive Assistant

Tina Dee, Director of Strategic Initiatives

Trynette Lottie Harps, Dean of Community Outreach

Marty McDermott, Dean of College Services and Athletic Director

Jon "J.B." Meeuwenberg, Institutional Technology and Research

Amy Swope, Director of the Foundation for MCC

Michael Alstrom, Chief Information Officer (Ellucian)



OUR MISSION

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

Muskegon County

221 S. Quarterline Road,
Muskegon MI 49442
(Main Campus)

Carolyn I. and Peter Sturrus
Technology Center
388 W. Clay, Muskegon MI 49440

Ottawa County

422 Fulton Street,
Grand Haven MI 49417
(lower level of Grand Haven
Community Center)

182 East St., Coopersville MI 49404
(in the Coopersville Community
Services Building)

515 S. Waverly, Holland 49323
(in the GVSU Holland Satellite Center)

Newaygo County

4747 W. 48th Street,
Fremont MI 49412
(within the Newaygo County Regional
Educational Service building)

5479 West 72nd Street,
Fremont MI 49412
(Regional Center for Agri-Science
and Career Advancement)



Muskegon Community College

muskegoncc.edu

(231) 773-9131

toll-free (866) 711-4622

