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

OUR VISION
An educated, inclusive community

BOARD OF TRUSTEES
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Ann Oakes
Roy Portenga

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Muskegon Community College
continues to promote faculty and staff diversity and is an equal opportunity employer. MCC does not discriminate on the basis of race, color, religion, sex, national origin, marital status, sexual orientation, gender identity, transgender status, political persuasion, disability, height, weight, veteran status, age or any other protected class in any of its educational programs, activities or employment. Minorities, women, veterans, and the physically challenged are encouraged to apply. Anyone with a disability will be reasonably accommodated by the College. If you have a disability and need an accommodation or assistance in applying for a position, please contact the Human Resources Office.

Muskegon Community College is fully accredited by the Higher Learning Commission; details available at
www.muskegoncc.edu/academic-affairs/accreditation

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President’s Welcome

Since 1926, Muskegon Community College has been providing a wide variety of exceptional learning opportunities for students and other life-long learners in our area. Our focus on quality education, outstanding faculty, and dedication to student success continues to have a positive impact in our region.

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 reflects the input of all sectors of the community, provides us with a dynamic compass to navigate the next few years.

What a year we had! Herein, you will learn about the grand opening of the $14.1 million Muskegon Community College Health and Wellness Center; the establishment of the Jayhawk Hub, the continued growth of our three Early Colleges, and a continued focus on academic pathways for interesting and well-paying jobs for our students.

The pages of the 2018-19 Community 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. Because of the support of people like you, MCC has been effectively responding to the needs of our communities for over 90 years. We appreciate all that our faculty, staff, students, partners, alumni, and donors do to help create successful students and communities.

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

President’s Cabinet

Dr. John Selmon, Provost and Executive Vice President
Kristine Anderson, Executive Director of Human Resources
Eduardo Bedoya, Director of Institutional Research and Grants
Kelley Conrad, Vice President for Academic Affairs
Cindy DeBoef, Executive Assistant
Tina Dee, Director of Strategic Initiatives
Ken Long, Director of Finance
Trynette Lottie Harps, Dean of Community Outreach
Marty McDermott, Dean of College Services and Athletic Director
Amy Swope, Director of the Foundation for MCC
Michael Alstrom, Chief Information Officer (Ellucian)

Community Colleges: Transforming Students and Communities

Most people have a good understanding of what community colleges are, but few understand the comprehensive role they play in communities across the country. To truly appreciate the unique role of community colleges, it is helpful to understand the impact they have on a wide variety of students and how they strengthen local communities.

Liberal Arts Education for Traditional Students

When thinking of community colleges, the traditional student is typically what comes to mind. There are many reasons why a community college is the best choice for success: smaller class sizes, opportunity for more faculty interaction, lower tuition rates, and credit transferability just to name a few. Many students who could attend most any college or university in the state, often choose Muskegon Community College because they know they have a better chance to achieve academic success while getting a world-class liberal arts education.

Unique Opportunities

MCC offers some educational opportunities that are truly unique for traditional two years of college. Students can participate in:

- Study abroad programs in Germany, Belize, and Nevis;
- Research projects related to genetics, ecology, microbiology and other subjects;
- Experiential learning opportunities locally and at Civil War sites in Vicksburg and Gettysburg;
- And more!

Start Early, Start Free

High school students have the opportunity to earn college credits, or even an associate degree, at no charge. Students in an early college program can simultaneously earn a high school diploma and an associate degree, and/or up to two years of credit toward a bachelor’s degree, tuition free. MCC offers early college programs in Muskegon, Newaygo, and Ottawa Counties. Information about early college, dual-enrollment, and direct-credit opportunities are available in most high school counseling offices.

Open Door and Support Services

A community college is also a great place for those who are apprehensive about taking college-level classes. Whether a traditional student or someone who has not been in a classroom in 20 years (or more), we can help you find your path to success. As an “open door” institution, MCC welcomes all who wish to attend—and it is free to apply! Once at MCC, students benefit from free placement testing, tutoring, counseling, and other services to help support academic success. Our Jayhawk Hub helps address other issues that may interfere with education, such as food insecurity or housing issues.

Vocational Training

There is a growing need for skilled trade workers in Michigan and much of the nation. MCC offers training for in-demand positions in healthcare, information technology, advanced manufacturing, automotive, and more.

Community Focused

MCC partners with local chambers of commerce, Talent 2025, regional development commissions, and other organizations to ensure our region is attracting and retaining employers and qualified employees. MCC’s Lakeshore Business and Industrial Service Center helps power local economies by providing customized training services for companies throughout the region.

Learn more about MCC by visiting www.muskegoncc.edu.
Successful Students, Successful Communities
Muskegon Community College 2018-19 Annual Report

GOALS

1. Continue improving outstanding service initiatives to further enhance the student experience from awareness, application, and enrollment, through graduation and lifelong engagement (10)

2. Increase awareness of and improve systems related to financial aid, scholarships, and other funding sources (5)

3. Improve collaborations and outreach with K-12 partners and prospective students to provide clear pathways to higher education opportunities (6)

4. Continue to improve student learning as evidenced by pass rates, persistence and retention, GPA, and goal attainment (7)

5. Strengthen collaborations with higher education partners to increase the percentage of students who transfer to and succeed at four-year institutions (4)

Focus areas for 2019-20

• Implement procedure to gather alternate and permanent mailing and email contact information during graduation audit process (Objective #1.01.02)
• Implement online scholarship application software (Objective #1.02.04)
• Improve community awareness of scholarships as financial aid opportunities (Objective #1.02.05)
• Increase enrollment of students of color (Objective #1.03.02)
• Increase attendance at Expo of prospective students by 20% (Objective #1.03.07)
• Improve success rate among students of color to same rate as overall average (Objective #1.04.02)
• Implement procedure to gather each student’s specific educational goal and report aggregate goal attainment results (Objective #1.04.07)

Testing Center Renovations
Increase Capacity and Testing Options

One of the primary roles of MCC’s Testing Center is to administer placement testing to assess a student’s reading, writing, and math skills to ensure they are placed in the courses that will best support their success. This free service is a vital component of the enrollment process.

Renovations of the Testing Center, completed last year, increase capacity and provide additional accommodations for students with special needs, so MCC is able to help more students in a more effective manner. In addition, the remodel expands the type of testing we can provide for students and community members.

“The remodel will allow us to add CLEP testing, which allows students to possibly test out of certain subjects and get credit for them, thus speeding their progress through their program,” explains Jane Gruler, Testing Services Manager. “In addition, Pearson Vue testing allows IT and Medical Assistant students to earn certifications that will improve their options in the job market.”

The renovations also enable MCC to meet all standards and guidelines set by the National College Testing Association. The Testing Center is located in room 1032 on the main campus.

The Counseling and Advising Center provides vital support services to help students achieve their goals.

Provide comprehensive support systems to ensure student success

FY2018-19 Accomplishments

• Opened the Jayhawk Hub, a one-stop location that connects students with resources to address food insecurity and other issues
• Implemented a new MyMCC portal four months ahead of schedule, improving online interactions with students (objective #1.01.04)
• Completed renovation of the Testing Center, increasing capacity and improving special accommodations (objective #1.01.09)
• Maintained 2018-19 tuition rate as the lowest in Muskegon, Ottawa, Newaygo, and Kent Counties (objective #1.02.01)
• Successfully negotiated 15 transfer guides to help improve the transfer process for students transferring to four-year institutions (objective #1.05.03)
• Offered 25 Transfer Fairs and other events to assist students with the transfer process (objective #1.05.06)
• Completed 7 and advanced 25 additional measurable objectives related to providing student support

The number of measurable objectives for each goal is indicated parenthetically. Progress updates for each goal/objective are published each quarter at muskegoncc.edu/progress.

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PRIORITY #2
ACADEMIC AND TRAINING PROGRAMS

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

According to the Michigan Bureau of Labor Market Information and Strategic Initiatives, engineering is one of the region’s “hot jobs” that offers a high-demand, high-wage career with favorable long-term job growth through 2026.

MCC offers a variety of degree and course options for students interested in engineering, whether it’s civil, electrical, mechanical, chemical, or manufacturing. “We are taking a comprehensive approach to guiding our students through the process of exploring multiple pathways in engineering,” says Kelley Conrad, Vice President for Academic Affairs. Faculty from the Applied Technology and Math/Science Departments are collaborating with local employers, engineering professionals, and four-year institutions to ensure our curriculum supports a successful transfer and to provide students with opportunities for mentoring and extra-curricular learning opportunities.

Last year, instructor Jeff Johnston and Heidi Romero, Transfer Coordinator, took students to Western Michigan University Engineering Department and this year they plan to visit Ferris State University.

“Our students also benefit from the accomplishments of our faculty,” explained Conrad. “The majority of them have years of professional experience in various engineering fields.”

Focus areas for 2019-20
- Successfully earn reaccreditation by the Higher Learning Commission (Objective #2.09.01)
- Improve pass rates of gateway courses (Objective #2.09.04)
- Complete implementation of new Academic Planning Guidelines (formerly The Academic Master Plan) (Objective #2.10.01)

Respiratory Therapy Awarded Reaccreditation

MCC’s Respiratory Therapy program was awarded a 10-year unqualified reaccreditation by the Commission on Accreditation for Respiratory Care (CoARC). The program has remained nationally accredited since its inception more than 30 years ago.

“It is impressive to be reaccredited without any citations because typically the visitation team will find something that needs to be addressed,” said Deb Grube, program director. “It’s a reflection of our dedicated faculty, our students’ exam pass rates, and our exceptional facilities that recently completed a half-million dollar renovation.”

FY2018-19 Accomplishments
- Completed survey to assess how well MCC prepares students for careers (objective #2.06.02)
- Assessed 17 academic disciplines and occupational programs to ensure they meet learning effectiveness guidelines (objective #2.09.03)
- Implemented strategies to improve pass rates of gateway courses (objective #2.09.03)
- Completed 6 and advanced 10 additional measurable objectives related to academic programs

Engineering Degree Options Train Students for High-Demand Careers

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- Complete implementation of new Academic Planning Guidelines (formerly The Academic Master Plan) (Objective #2.10.01)
**GOALS**

11. Complete 2010 Facility Master Plan, including construction of health and wellness center, arts facility, and downtown center (1)

12. Improve room numbering system and establish wayfinding consistency at all locations (3)

13. Improve access of our facilities, technology, and media to expand equal opportunities for persons with various abilities (3)

14. Demonstrate environmental stewardship by implementing a comprehensive institutional sustainability plan (1)

15. Provide high quality technology wherever and however programs and services are offered to students, employees, and community members (6)

16. Commission a new Facility Master Plan by 2020 to assess future facility needs in Muskegon, Ottawa, and Newaygo Counties (1)

**FY2018-19 Accomplishments**

- Completed construction of a new Health and Wellness Center (objective #3.11.01)
- Renumbered all areas of main campus and installed over 900 new signs to improve wayfinding (objective #3.12.02)
- Increased access of technology and facilities by assigning an ADA advocate for all project teams (objective #3.13.01)
- Completed 3 and advanced 12 additional measurable objectives related to facilities

**Focus areas for 2019-20**

- Commission facility needs assessment to determine what updates are needed for our facilities in Muskegon, Ottawa, and Newaygo Counties (Objective #3.16.01)
- Complete assessment for additional signage at facilities in Ottawa and Newaygo Counties (Objective #3.12.03)
- Determine level of satisfaction with technology among students and employees and implement improvement plan (Objective #3.15.01)

**NEW HEALTH AND WELLNESS CENTER PROVIDES LEARNING AND FITNESS OPTIONS**

MCC’s new $2,000 square foot Health and Wellness Center, which opened in January 2019, provides a state-of-the-art learning environment for those in the Medical Assistant, Health/Physical Education/Recreation, Nursing, Respiratory Therapy, and other health-related programs.

“Facilities matter,” explained Dr. John Selmon, Provost. “Quality buildings and equipment support student success. Our students get to enjoy and experience learning in some of the best educational facilities in Michigan.”

The need for a new health and wellness building was identified in MCC’s 2010 Facility Master Plan and is supported by part of a $24 million millage approved by Muskegon voters in November 2013.

The new facility also features several collaborative learning spaces for general use, the Ron Gaffner Multipurpose Room, a regulation wood floor gymnasium, Dr. John G. “Jack” Thompson indoor running track, and a variety of exercise equipment. The $14.1 million facility is also home to the Mercy Health Physician Partners Quarterline Family Medicine, a collaboration with Mercy Health and Grand Valley State University.

There is no cost to students who wish to use the facility for exercise. The facility is open to community members who wish to enroll in fitness class. See www.muskegoncc.edu/health-and-wellness-center for details.

**Provide a state-of-the-art learning environment that meets academic needs while promoting access and sustainability**
Early College Partnerships Provide Direct Path to Skilled Trades Careers

Muskegon Community College partners with several local school districts to provide early college programs for high school students. Students in an early college program can simultaneously earn a high school diploma and an associate degree, and/or up to two years of credit toward a bachelor’s degree, tuition free. MCC offers early college programs in Muskegon, Newaygo, and Ottawa Counties.

Herman Miller, a Michigan-based company that produces office furniture, adds to the value of an early college education by offering internships for students interested in engineering or skilled trades. The paid internships are offered at Herman Miller’s Spring Lake location. Five students from the Early College Muskegon County program were given a unique internship opportunity at an award-winning company while gaining valuable work experience.

“Herman Miller invested time, money and resources to provide a hands-on experience tailored to each student based on their interests and career choice in engineering or skilled trades,” explains Val Shelby, Dean of Early College Muskegon County.

Students can apply for Early College during their sophomore year. Visit www.muskegoncc.edu/early-college-students for details.

Focus areas for 2019-20

- Develop and test key messages to differentiate MCC (Objective #4.17.01)
- Continue to improve customer service to students by determining their desired experience and train employees (Objective #4.17.02)
- Conduct blind survey to objectively measure community awareness of and perceptions about MCC (Objective #4.18.01)
- Restore full circulation of the college magazine, Re actions (Objective #4.18.07)
- Produce and maintain a list of 100% of all graduates since 1926 so that total number of alumni can be displayed and promoted, creating a community of pride (Objective #4.21.02)
- Ensure 100% of graduates since 2007 are in database with year of graduation, degree, and affinity information (Objective #4.21.03)
Strengthen our culture of inclusion, equity, accountability, safety, and well-being

**FY2018-19 Accomplishments**

- Successfully completed the 2017-18 financial year on budget and with no findings (objective #5.23.01)
- 100% of departments established and shared at least one key performance indicator; 22 departments met or exceeded performance goals (objective #5.24.01)
- Increased campus safety at all locations by completing a facility vulnerability assessment (objective #5.24.01)
- Improved technology security by completing a thorough assessment and implementing several new protocols (objective #5.24.03)
- Completed an assessment of student well-being needs and offered several wellness programs at the new Health and Wellness Center and Jayhawk Hub (objectives #5.25.04, #5.25.05)
- Completed 6 and advanced 15 additional measurable objectives related to culture

**MCC Committed to Welcoming, Supporting Student Veterans**

Muskegon Community College was named a 2018-19 Veteran-Friendly School by the Michigan Veterans Affairs Agency, earning Gold Level status—the highest level awarded. The Michigan Veteran-Friendly School program recognizes academic institutions of higher learning committed to supporting the needs of student veterans and dependents. MCC has earned gold status each year since the inception of the award program.

The Veteran Affairs department, managed by Eli Fox, strives to make each veteran feel welcome and assists with his or her transition to college, from enrollment to graduation. “Veterans and military-connected students are a gift to our campus. The diverse perspectives of these adults bring depth to many classroom discussions. As a civilian, I am grateful for their trust during their transition into college,” commented Fox.

In addition to a Veteran Affairs office, there is a Student Veteran Association, which is one of 19 student life organizations at MCC. All student life organizations aim to create a culture of inclusion while providing students with the opportunity to develop leadership skills, make new friends, and explore topics of interest. The purpose of the Student Veteran Association is to help support transition, connect veterans with community resources, coordinate MCC’s annual Veterans’ Day event, and increase awareness of veteran issues.

“If I had to recommend a college to another veteran who was looking for somewhere to attend, I would absolutely recommend MCC,” says nursing student Andrew Worcester, an Army veteran.

**Focus areas for 2019-20**

- Increase students’ feeling of being welcomed to campus (Objective #5.22.02)
- Expand diversity of applicant pool for faculty positions to reflect population of Muskegon County (23.6% people of color in 2017) (Objective #5.22.01)
- End fiscal year with a 100% balanced budget (Objective #5.23.01)
President’s Club
Northern Machine Tool
In Memory of Robert Slager
In Memory of John G. “Jack” Thompson

Visionaries
Dr. Dale K. and Connie Nesbary

High Achievers
Family of Lynne M. Wood
Marlee and Gail Hoffman
Samuel L. Westerman Foundation
Jean Stevenson

Honors Circle
Anonymous
Ellucian
Estate of Susan Woelkers
Ronald and Nadine Gaffner
Susan Jackson
Judith Tooxepes Kleeves
Gregory and Barbara Marczak
Peter M. Turner

Scholars
James T. Allen
Alvin L. Glick Foundation
Amos Nordman Foundation
Kristine and Jeffrey Anderson
Margaret J. Burman
Kelley and Jeff Conrad
Robert and Catherin Dubault
James and Jacqueline Fisher
Judith Kay Fuller
Grand Valley State University
Thomas and Francine Harryman
Howard and Carole Meade Fund
Mercy Health
Daniel and Melissa Meyers
Mary C. Payne
Roy J. and Britta Bujak Portenga
Pratt & Whitney Canada Inc.
Dr. John and Zephra Selmon
Sentry Automatic Sprinkler Inc.
Smitty’s Heating and Air Conditioning
Sun Chemical
Dan and Christine Rypma
The Collaborative

White River Watershed Partnership
Dr. Andrew Wible

Friends
Mike and Terri Alstrom
Brooke Bennett
Sean Casey
Bruce and Yvonne Essex
Erin Hoffman
Michael Northcott
Kathy Moore
Preferred Chrysler Dodge
Jeep of Muskegon
United Way of the Lakeshore
Tom and Patti Zehnder
Susan J. Zemke

Supporters
Don and Sharon R. Aley
Mark H. and Ellen Allen
Lisa Anderson
Anthony and Isabelle Ballard
Kathleen and Gregory Bates
Eunice Beck and Doris Hale
Frank and Susan Bednarek
Sally Birkam and Patrick Clifford
Bradley and Kathy Borgeson
Dr. Edward and Karen Breitenbach
Janie P. Brooks-Davis
Carolyn Buboltz
Elissa Buck
Judith and Warren Buddenbaum
Meagan Carr
Darlene Collet
Consumers Energy
Jason Cooper
Narrada and Jose Cortez
Roy A. Cowdery
Tammy Crosby
Custom Service Printers
Patricia and Chris D’Avignon
Cindy and Tim DeBoef
Norman A. and Carol Devendorf
Eleanor DeYoung
Dynamic Conveyor Corporation
Ferris State University
Ann Fraser
Friends of the Lakeshore Fitness Center
Nancy and Hughie Frye
Lola and Jeffrey Fuls
Gary Gaffner

Brennen Gorman
Mary Anne Gorman
Karen Heinrichs
Jonathan Henry
Larry J. Herline
Roger and Paula Hoffman
Linda Hood
Huhtamaki, Inc.
Ivan Ivanov
Stewart and Virginia Jaehng
Brian and Jodie Jones
Joseph Kelsey
Justin and Cathryn Kitchka
Robert and Donna Kruse
Alan and Cyndi Langlois
Linda Lawrence
Jeff and Lisa Lohman
Ken and Heather Long
Martin A. and Rachel McDermott
Ruth Monette
Tanya Marron
Mr. B’s Pancake House
Janet and William Naymick
Gerald Nehra and Peggy Jensen
Alan A. Nielsen
Kim Oakes
Ann Oakes
Mary H. Oakes
Diana R. and Terry R. Osborn
Charlyne and Michael Parker
Robert and Linda Penny
David and Christine Pequet
Prein&Newhof
Quality Tool and Stamping
David and Norma Reynolds
Jack Ridl
Jean and Gary Rotber
Conor Roddy
Bob and Cheryl Ross
Roy J. Portenga, PLC
SEIU-517-M Unit 1S
Dr. Pamela J. Smith
Jeff Stevenson
David and Krista Sturgeon
Carl and Doris Swenson
Christopher and Joella VanOosterhout
Dr. Cia Verschelden
Watermark Construction, LLC
Meagan Webb
Judith L. and Stephen B. Weinstein
David and Nancy Wells
Catherine and Daniel Yoder
James and Jane Zwiers

The Foundation for Muskegon Community College was established in 1981 as a 501c3, tax-exempt nonprofit organization. The Foundation for Muskegon Community College (FMCC) Board members and the Alumni Association Advisory Committee play an active role in alumni/donor stewardship and fundraising efforts. If you would like to get involved, please contact us at foundation@muskegoncc.edu.

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, 2018 - June 30, 2019). Donors are listed in alphabetical order within each contribution level:

President’s Club
$25,000 and up
Visionaries
$10,000-24,999.99
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

Foundation for Muskegon Community College 2018-19 Annual Report
Successful Students, Successful Communities
Muskegon Community College 2018-19 Annual Report

16

17
### INSTITUTIONAL KEY PERFORMANCE INDICATORS

**LOWEST TUITION**
- Keep tuition at the #1 lowest rate in Muskegon, Newaygo, Ottawa, and Kent Counties (objective #1.2.01)
- Our 2018-19 tuition was the lowest in Muskegon, Newaygo, Ottawa, and Kent Counties.

**STUDENT SATISFACTION**
- Maintain student satisfaction rate at or higher than national average of 64% (objective #1.1.01)
- Ruffalo Noel Levitz measured our student satisfaction rate at 68%, 4% higher than average.

**SUCCESS RATE**
- Keep student success rate at or higher than state average of 25.2% (objective #1.4.01)
- Our current success rate is 27.1%, nearly 2% higher than the state average.

**ACREDITATION**
- Renew Accreditation by the Higher Learning Commission (objective #2.9.01)
- MCC is fully accredited and on track for re-accreditation in 2020.

### MUSKEGON COMMUNITY COLLEGE STATEMENT OF GENERAL FUND

#### Revenues, Expenses, and Changes In Net Assets Year Ended June 30, 2019

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees</td>
<td>$17,855,544</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>304,889</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td>18,160,433</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$17,081,242</td>
</tr>
<tr>
<td>Information Technology</td>
<td>2,582,689</td>
</tr>
<tr>
<td>Instructional support</td>
<td>3,794,818</td>
</tr>
<tr>
<td>Student services</td>
<td>5,232,612</td>
</tr>
<tr>
<td>Institutional administration</td>
<td>4,472,850</td>
</tr>
<tr>
<td>Public services</td>
<td>558,565</td>
</tr>
<tr>
<td>Facility operation and maintenance</td>
<td>3,849,828</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>37,572,604</td>
</tr>
<tr>
<td><strong>OPERATING INCOME (LOSS)</strong></td>
<td>($19,412,171)</td>
</tr>
</tbody>
</table>

#### NONOPERATING REVENUES (EXPENSES)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>State appropriations</td>
<td>$12,017,689</td>
</tr>
<tr>
<td>Property tax levy</td>
<td>9,690,196</td>
</tr>
<tr>
<td>Investment income</td>
<td>178,509</td>
</tr>
<tr>
<td><strong>Total nonoperating revenues (expenses)</strong></td>
<td>21,886,394</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers in (out)</td>
<td>(1,615,194)</td>
</tr>
<tr>
<td>Net change in net position</td>
<td>859,029</td>
</tr>
<tr>
<td>Net position at July 1, 2018</td>
<td>10,126,472</td>
</tr>
<tr>
<td>Net position at June 30, 2019</td>
<td>$10,985,501</td>
</tr>
</tbody>
</table>

**Note:** This financial results are preliminary and some changes may occur. Audited results will be available in November 2019. To view Muskegon Community College’s complete audited financial statements, visit [www.muskegoncc.edu/financial-services/budget-and-performance-transparency-reporting/](http://www.muskegoncc.edu/financial-services/budget-and-performance-transparency-reporting/).
WHY MCC?

• MCC’s high-quality education and low tuition offer the best value in higher education
• 40 associate degree programs and 35 certificate programs
• MCC’s credits transfer easily
• A liberal arts education develops critical thinking and other leadership skills
• Highly qualified faculty are dedicated to student success
• Low 19:1 student-faculty ratio provides more interaction with instructors and greater academic success
• Free tutoring, counseling, career resources, food pantry, and other support services
• Financial aid is available - 2,386 students received some form of nancial aid in 2018-19
• The Jayhawks offer 17 intercollegiate athletic programs—more than any other community college in Michigan!

ACHIEVE YOUR DREAMS?

SUCCESS AT MCC?

• MCC means opportunity.
- Cole Haltermann, student

DETACH AND SHARE

Help someone achieve their dreams!

A successful career starts with smart choices. Getting the most of your college education demands academic support, talented faculty, programs for today’s jobs, and the best return on your tuition investment. Pursue your passion or discover a new one at MCC. Choose from over 75 degrees and certificate programs. Step into an in-demand career after graduation or use the knowledge gained as your stepping stone to advanced studies.

• FAFSA (Free Application for Federal Student Aid)
• Promise Zones
• Grants
• Scholarships
• Work Study
• Student Loans
• TIP (Tuition Incentive Program)

See muskegoncc.edu/financialaid for details.
YOUR CAREER PATHWAY BEGINS AT MCC

Help someone achieve their dreams!

75 Degree and Certificate Options

- **Associate in Science and Arts Degree (ASA)**
  - The best option when transferring to a four-year institution

- **Associate in Applied Science Degree (AAS)**
  - Get the training needed to directly enter the workforce

- **Certificate Programs**
  - Complete your training within one to three semesters to gain vocational skills or upgrade skills

- **Associate in Science (AS) in Engineering**
- **Associate in General Studies** (non-transferable degree)
- **Diploma in Practical Nursing**

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### Arts, Humanities and Communication
Ideal for those who place a great deal of value on self-expression, personal experience, imagination and creativity. Career options include: creative and performing arts, music, philosophy, journalism, broadcasting, and more.

### Business and Information Technology
Includes all aspects of business and computer information technology. Career options include: accounting, computer networking, software development, digital game design, entrepreneurship, graphic design, management, marketing, and more.

### Engineering/Manufacturing and Industrial Technology
Technology is necessary to design, develop, install and maintain manufacturing systems. Career options include: architecture, mechanics, manufacturing technology, production, electronics, construction trades, and more.

### Health Services
Careers in this pathway are related to the promotion of health and treatment of disease. These include research, prevention, treatment and health related technologies. Health care professionals are in high demand locally and nationwide.

### Human Services
Human Services is focused on helping people overcome adversity through strength-based approaches that empower them to reach their full potential. Human Service Professionals help people to advance lives, help those in need, and educate future generations.

### Math and Science
Try this pathway if you’re an analytical thinker who prefers to examine evidence to assist in demonstrating a theory or outcome. This pathway includes careers in areas such as agriculture, astronomy, the biological sciences, chemistry, environmental science, and mathematics.

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**COMES VISIT YOUR FUTURE.**

**CAMPUS TOURS**
During your visit, our Student Ambassadors will answer your general questions about the admissions process, MCC’s exciting campus life, and academic programs. Prospective students and their guests are invited to experience a memorable campus visit. The Enrollment Services Department is available to answer your questions and provide you with information to help you accomplish your educational and career goals. To view our full calendar of events and to make a reservation to visit campus, go to: muskegoncc.edu/visit

**READY TO APPLY?**
To fill out the application for admissions, visit: www.muskegoncc.edu/apply

**ADMISSIONS**
- Call: (231) 777-0366
- Email: admissions@muskegoncc.edu

**INTERNATIONAL ADMISSIONS**
- Call: +1-231-777-0230
- www.muskegoncc.edu/international-students

**SCHOLARSHIPS**
- www.muskegoncc.edu/scholarships

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**DETACH AND SHARE**

Scan the QR code to get a free information kit mailed to you!

Or get started today by completing the free MCC application at muskegoncc.edu/apply

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Muskegon County

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

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

MCC Lakeshore Fitness Center
900 Western
Muskegon MI 49441

Ottawa County

Ottawa Center
16777 Lincoln Street
Grand Haven MI 49417

182 East Street
Coopersville MI 49404
(in the Coopersville Community Services Building)

515 S. Waverly
Holland MI 49323
(in the GVSU Meijer Campus)

Newaygo County

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

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

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toll-free (866) 711-4622