ONWARD AND UPWARD  Message from the President  

During these historic and difficult times, I have never been prouder of our campus community. The obstacles posed by the coronavirus have been met with resolute action by our administration, faculty, students, and employees. While the transition to remote learning offered countless challenges to both instructors and students alike, faculty and staff found creative and caring solutions to overcome the hurdles. 

As outlined in the current strategic plan, Successful Students, Successful Communities, Muskegon Community College’s top priority is to “provide comprehensive support systems to ensure student success.” To that end, tutoring, counseling, and all other support services have remained available to students online and by phone. In addition, we quadrupled the number of employees working on our Care Team. They are in place to assist and guide students with any issue that may impact their academic progress. Despite the challenges of the past year, we continue to achieve the goals outlined in our 2017-2022 Strategic Plan. This plan was developed by 180 community members representing 52 organizations. To date, we have achieved 75% of our objectives and expect to complete the plan by December 31, 2021. Our 2019-20 Community Report: Onward and Upward provides data on the college’s progress toward reaching our stated goals.

Later this spring, we plan once again to engage the campus and community in developing a new five-year strategic plan. Achieving and maintaining success requires a clear focus on our future, one built upon a well-defined strategy that captures input from the communities we serve. If you would like to get involved in the process, please contact us at strategic.planning@muskegoncc.edu.

We anxiously await a return to in-person classes, athletic events, theater and musical performances, and all the other activities that provide a full college experience and benefit the community. In the meantime, please know that you have my pledge that MCC will continue to provide a safe and high-quality education. Because of the continued support, MCC has been effectively responding to the needs of our communities for 95 years. Thank you for your commitment to our shared vision to help our students and communities move onward and upward towards greater success. With gratitude,

Dr. Dale K. Nesbary  
President  

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

MISSION  
An educated, inclusive community

VISION  
VALUES  

Learning  
Integrity  
Excellence  
Collaboration  
Kindness

2019-20  
BOARD OF TRUSTEES  
Diana Osborn, Chair  
Sean Mullally, Vice-Chair  
Nancy Frye, Secretary  
Kathy Moore, Treasurer  
Dr. Donald Crandall  
Ann Oakes  
Roy Portenga  

MCC’s annual reports are produced by the Office of Strategic Initiatives with support from the President’s Cabinet and the Implementation Advisory Team. Photos provided by Pete Koryzno, Kristina Broughton, Michael Kilburn, Kelley Conrad, Anna Mausolf, Pauline Keith, JB Meeuwenberg, and Diana Casey.

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JULY 2019
MCC launched a Debt Forgiveness Program that provides former students with the opportunity to complete their degree program while forgiving debts up to $1,200.

MCC student Jake Groenda was awarded the second annual Rooks | Sarnicola Entrepreneur Award. The annual award provides a $10,000 grant for an MCC student to start a business.

AUGUST 2019
4,089 students began the fall semester with approximately 20% of classes online or hybrid.

Richard Doctor was posthumously honored with a Distinguished Faculty Award.

The new Art and Music Building celebrated its grand opening on August 23. The former Applied Technology Building underwent extensive renovations totaling $9 million to transform the site for art and music programs.

SEPTEMBER 2019
The new Ottawa Center facility opened in Grand Haven, making it easier for Ottawa County residents to access higher education.

MCC hosted the 2019 Community Summit. The annual event provides campus and community members with the opportunity to provide feedback on how well the college is meeting student and community needs.

OCTOBER 2019
250 prospective students explored career pathways at MCC EXPO. Colton Daoust of Whitehall won the 2-year scholarship that is awarded each year at this event.

Dr. Jennifer Cobbina, an Associate Professor of Criminal Justice at Michigan State University, visited MCC to discuss issues explored in her book, “Hands Up, Don’t Shoot” as part of the “... And Justice for All” series.

NOVEMBER 2019
13 students were inducted into the college’s Beta Xi Xi chapter of the Phi Theta Kappa (PTK) International Honor Society.

“Once Upon a Time... Stories of the Season” presented by MCC’s Center for Theater in Overbrook Theater.

MCC presented a Veterans Day ceremony featuring reflections, tributes, and patriotic music.

The Student Success Strategy Team named 12 students as MCC DREAM Scholars, a program affiliated with the national Achieving the Dream (ATD) organization. Achieving the Dream is a national program that aims to improve success rates for low-income students and students of color. MCC has been an ATD Leader College since 2015. DREAM Scholars are resilient community college students, determined to reach their goals and lift up their communities.

A Scholarship Fair was offered to help increase community awareness of scholarship opportunities. Applying for scholarships made easier with new online application process.

The annual Global Awareness Festival focused on the Caribbean with activities related to geology, ecology and culture.

MARCH 2020
On-site operations were suspended due to coronavirus pandemic. Staff and faculty assist students with shift to online learning. Athletic events get canceled for remainder of 2019-20 season.

MCC partnered with the State of Michigan and Mercy Health to use the new Health and Wellness Center as an overflow hospital to support COVID-19 treatments.

The Alumni Association selected Roy J. Portenga ’73 as the 2020 Distinguished Alumni Award recipient and Dr. Jerry Lottie received the MLK Legacy Award.

MCC respiratory therapist instructor Keegan Knue joined RT program graduates in the frontline COVID-19 battle by taking shifts at local hospitals in addition to teaching. MCC’s RT graduates comprise nearly 85 percent of the more than 450 practicing registered respiratory therapists in western Michigan.

APRIL 2020
MCC student Stephanie Carr competed in the American Association of Geographers World GeoBowl. She was also selected for the NASA Community College Aerospace Scholar Program.

MCC distributed nearly $640,200 in federal emergency grants to 1,386 eligible winter semester students under the Coronavirus Aid, Relief, and Economic Security (CARES) Act Higher Education Emergency Relief Fund.

MAY 2020
1,553 Students began summer semester classes with approximately 92% of classes online or hybrid.

The Bay Window, Muskegon Community College’s student newspaper, won an unprecedented 16 awards in the annual statewide competition sponsored by the Michigan Community College Press Association.

JUNE 2020
Instructor Mark Verhoeven was recognized by CISCO as one of the top 25% of instructors worldwide based upon student feedback and performance.

2020 Graduates were celebrated with a week-long commencement celebration featuring video salutes and a drive-thru commencement.

JUNE 2020
MCC’s Nursing Program ranked as the second best nursing program in the state.

Schools.com named MCC as the 4th best community college in the state.

The Wind Ensemble, Jazz Ensemble and College Singers presented “All Holiday Celebration” at the Frauenthal Theater.

MCC’s Nursing Program ranked as the second best nursing program in the state.

Black History Month celebrations featured Theo Wilson at the annual Dr. Martin Luther King, Jr. Unity Breakfast at which Jerry Lottie received the MLK Legacy Award.

Nursing instructors Amy Harrington and Yolanda Burris saved the life of child at a Livonia hotel. They were in the area with nursing students to attend a Michigan Nursing Student Association Convention.

The winter semester classes began with about 23% of classes online or hybrid and 3,867 students enrolled.

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STUDENT SUPPORT

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

2019-2020 ACCOMPLISHMENTS

• Accessing information and online services is even easier with the completion of MyMCC portal upgrade (objective 1.01.04)
• 2,457 students received some form of financial aid (objective 1.02.05)
• The Tutoring Center hosted 7,963 visits for 1,050 students
• The Care Team had 898 support sessions with students
• We offered all essential support services online and added a “chat now” button on the MCC website so students and community members can get immediate assistance (objective 1.01.50)
• 471 students from 20 high schools participated in Senior Visit Days, which were held online this year (objective 1.03.06)
• Disability Support Services provided nine students with an academic mentor (objective 1.04.14)
• We supported successful transfers to 4-year institutions by substantially increasing the number of transfer guides and offering over 20 transfer information events (objectives 1.05.03, 1.05.06)
• 572 students earned a diploma or certificate, with 614 credentials conferred
• Students can easily apply for scholarships and complete related tasks with new online scholarship application process (objective 1.02.04)

2021 FOCUS AREAS

• Review policies to ensure they support student success (objective 1.01.11)
• Expand faculty use of Blackboard, an online grading and information system (objective 1.01.13)
• Reduce the achievement gap by increasing the graduation rate of students of color to same rate as overall average (objective 1.04.02)
• Increase community awareness of scholarships and financial aid opportunities, especially among those who are under-represented (objective 1.02.05)

59 scholarships available using one easy online application

www.muskegoncc.edu/scholarships
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

ACADEMIC AND TRAINING PROGRAMS

2019-2020 ACCOMPLISHMENTS

- We made it easier to convert in-person classes to online delivery, thereby supporting academic continuity (objective 2.06.09)
- Faculty completed additional training to improve the quality of online teaching and learning (objective 2.06.10)
- Academic programs and courses are improved by the development of a new Academic Master Plan/Planning Guidelines (objective 2.10.01)
- Seven students gained valuable experience by participating in biology research projects
- 5,293 students enrolled in classes that offer 80 areas of study and 75 degree and certificate options in 6 career pathways:
  - Arts, Humanities and Communication
  - Business and Information Technology
  - Engineering/Manufacturing and Industrial Technology
  - Health Services
  - Human Services
  - Math and Science
- The new Ottawa Center facility in Grand Haven increases access to higher education options (objective 2.06.07)

2021 FOCUS AREAS

- Continue to improve the quality of online instruction (objective 2.06.11)
- Conduct a community needs assessment to determine what academic programs and courses are required to meet unmet needs in Ottawa, Muskegon, and Newaygo Counties (objective 2.08.01)
- Review academic disciplines and occupational programs to ensure they meet learning effectiveness guidelines (objective 2.09.03)

Students explored conservation of energy with “paint rockets” in Dr. Kilburn’s physics class.

Our Nursing Program is one of the best in the state and student exam pass rates lead the nation.

Our highly qualified faculty get ongoing professional development through the Center for Teaching and Learning.
FACILITIES AND INFRASTRUCTURE

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

2019-2020 ACCOMPLISHMENTS

- We expanded and improved education options by opening the new Art and Music Building, the final project outlined in our most recent Facility Master Plan (objective 3.11.01)
- The Automotive Technology program moved to an updated facility (objective 3.11.02)
- Improvements to campus navigation are supported by updated signage standards (objective 3.12.01)
- We improved access for ceramics classes by installing an accessible throwing wheel in the ceramics studio (objective 3.13.05)
- We expanded use of Blackboard (application for online learning and collaboration) and added several online services to the MyMCC portal to ensure students could easily get online help (objective 1.01.13)
- We provided students with access to 60 Wi-Fi hot spot devices to support remote-learning (objective 3.15.11)
- 33 cleaning and health protocols were implemented at 10 facilities to reduce the spread of coronavirus (objective 3.13.06)
- Our new Health and Wellness Center functioned as a pandemic overflow to support emergency plans for Mercy Health and Michigan DHHS Region 6 (objective 3.13.10)

2021 FOCUS AREAS

- Continue to improve access of our facilities, technology, and media to expand equal opportunities for persons with various abilities (objective 3.13.02)
- Assess satisfaction with technology among students to ensure support of remote-learning (objective 3.15.01)
- Prepare for 2022 Facility Needs Assessment to determine future facility and technology needs in Muskegon, Ottawa, and Newaygo Counties (objective 3.16.01)

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

PRIORITY

3

Extensive renovations totaling $9 million provide an expansive and modern home for MCC’s art and music programs.

Automotive Program students benefit from an updated facility and have the opportunity to work on “Short Circuit,” an electric dragster that set several world records.

110 laptop computers available to students for online classes
ENGAGEMENT AND COLLABORATION

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

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

2019-2020 ACCOMPLISHMENTS
• We conducted a blind survey to determine our awareness rate; 51.6% of survey respondents cited Muskegon Community College when asked “when you think of colleges in the area where you live, what colleges come to mind?” (objective 4.18.01)
• The Foundation for MCC exceeded the annual fund campaign goal and raised $141,684 to support students and programs (objective 4.20.02)
• 23 students received donor-supported scholarships (objective 4.20.02)
• Workforce Development (formerly Lakeshore Business and Industrial Service Center) provided custom training programs for 18 companies (objective 4.19.01)
• 29 proud Alumni Association members reported career and other updates for publication in Reflections, MCC’s biannual magazine (objective 4.21.04)
• Collaborations with the State of Michigan, McDonald’s, and other partners provide tuition assistance for essential workers
• Donors supported the Foundation for MCC capital campaign with $123,274.18 allocated to a renovated art and music facility, which opened in August 2019

2021 FOCUS AREAS
• Increase the number of current donors to 450, a 15% increase from 2016-17 baseline of 391 (objective 4.20.01)
• Raise the remaining $44,726 needed to meet the $3.5 million capital campaign goal (objective 4.20.03)
• Produce and maintain a list of all graduates since MCC’s 1926 founding so that total number of alumni can be displayed and promoted, creating a community of pride (objective 4.21.02)
CULTURE AND EQUITY

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.

2019-2020 ACCOMPLISHMENTS

- The diversity of applicant pool for faculty positions increased to 28.3%, up from 17.8% the previous year (objective 5.22.01).
- We completed a new employee guidebook with improved policies for administrative, professional, and support staff (objective 5.22.06).
- All 39 departments established at least one key performance indicator (objective 5.23.04).
- We made it easier to convert in-person classes to online, reducing academic disruptions while protecting student and faculty health (objective 5.23.10).
- Over 200 community members, employees, and students provided input to update MCC’s Vision Statement, which identifies what we aim to accomplish: An educated, inclusive community (objective 5.23.12).
- We supported employee well-being by conducting a needs assessment and provided 8 wellness opportunities (objectives 5.25.02, 5.25.02).
- The Women’s Cross Country and Track teams had the highest grade point average of all teams in the MCCAA with an overall 3.76 gpa.
- Sarah Wood, one of MCC’s 12 Dream Scholars, was selected by Achieving the Dream as a national DREAM Scholar, an honor awarded to only eight students in the country.

2021 FOCUS AREAS

- Increase the number of students who believe MCC encourages “contact among students from different economic, social, and racial or ethnic backgrounds” from 43% to 58% (objective 5.22.03).
- Install additional security cameras (objective 5.24.02).
- Expand student well-being programs (objective 5.25.05).
- Engage students, employees, and community members in the development of MCC’s 2022-2027 strategic plan (objective 5.23.15).

STRENGTHEN OUR CULTURE OF INCLUSION, EQUITY, ACCOUNTABILITY, SAFETY, AND WELL-BEING

Welcome Week activities, the Jayhawk Hub, and Care Team efforts all aim to create a welcoming environment for students. In addition, we review student policies to ensure there are no unintentional barriers to success.

The annual Dr. Martin Luther King, Jr. Unity Breakfast is one of our most popular events and was sold out in 2020. Our diversity, equity, and inclusion activities are the foundation for achieving our vision for “An educated, inclusive community.” More information about these efforts is at www.muskegoncc.edu/dei.

1,386 students received grants of nearly $640,200 from the CARES Act.
Onward and Upward: Muskegon Community College 2019-20 Community Report


### 2019-2020 INSTITUTIONAL KEY PERFORMANCE INDICATORS

**STUDENT SATISFACTION**
- 106%
  - Maintain student satisfaction at same or higher rate than national average of 64% (objective #1.1.01)
  - Our student satisfaction rate is 4 points above the national average

**AFFORDABILITY**
- 91%
  - Keep tuition as the #1 lowest rate in Muskegon, Newaygo, Ottawa, and Kent Counties (objective #1.2.01)
  - MCC has the lowest tuition in Muskegon, Newaygo, Ottawa Counties

**ENROLLMENT**
- 102%
  - Meet each semester’s enrollment goals for new students (objective #1.3.01)
  - We exceeded the 2019-20 new student head-count goal by 2%

**SUCCESS RATE**
- 98%
  - Success rate of students earning credential or transferring at state average of 22.3% (objective #1.4.01)
  - 21.8% of students successfully earned a credential or transferred

**EQUITY**
- 46%
  - Reduce achievement gap in degree/certificate attainment among students of color (objective #1.4.02)
  - Graduation rate for students of color is 8.91% and the overall rate is 19.31%

**ACCREDITATION**
- 100%
  - Maintain accreditation by the Higher Learning Commission (objective #2.9.01)
  - We are fully accredited by the HLC and expect a renewal notice in early 2021

**FINANCIAL STEWARDSHIP**
- 100%
  - End each fiscal year with a 100% balanced budget (objective #5.23.01)
  - The 2019-20 fiscal year was within budget and our audit had no findings

### MUSKEGAN COMMUNITY COLLEGE STATEMENT OF GENERAL FUND

FY2019-2020 revenues, expenses, and changes in net assets as of June 30, 2020

**REVENUES**
- Operating Revenues
  - Tuition and fees $17,188,419
  - Miscellaneous 952,837
  - Total operating revenues 18,141,256

**EXPENSES**
- Operating Expenses
  - Instruction 16,516,399
  - Information Technology 2,944,063
  - Instructional support 4,018,400
  - Student services 4,719,150
  - Institutional administration 4,634,813
  - Public services 474,791
  - Operation and maintenance of plant 3,953,059
  - Total operating expenses 37,260,675

**OPERATING INCOME (LOSS)** ($19,119,419)

**NONOPERATING REVENUES (EXPENSES)**
- State appropriations $11,228,043
- Property tax levy 10,076,128
- Investment income 89,736
- Total nonoperating revenues (expenses) 21,393,907
- Change in net assets 2,274,488
- Transfers in (out) (3,953,059)
- Net change in net position (1,707,616)

**Net position at July 1, 2019** 5,862,651
**Net position at June 30, 2020** 4,155,035

How well do our goals meet student and community needs?
Visit www.muskegoncc.edu/progress to provide feedback and review progress on all KPIs, goals, and measurable objectives.

MCC IS THE BEST CHOICE FOR SUCCESS!

- 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
- The Jayhawks offer 17 intercollegiate athletic programs—more than any other community college in Michigan!
- Study-abroad programs and several other experiential learning opportunities
- The updated main campus features a new Science Center, Health and Wellness Center, Art and Music building, and Automotive Tech facility
- The Carolyn I. and Peter Sturrus Technology Center in downtown Muskegon provides the most advanced training in the region

YOUR CAREER PATHWAY BEGINS AT MCC

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.

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 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
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

Ottawa County

Ottawa Center
16777 Lincoln Street
Grand Haven MI 49417

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

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

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)