



Muskegon Community College

*Successful Students,
Successful Communities*

**2017-2022 STRATEGIC PLAN
FINAL OUTCOMES REPORT**



Muskegon Community College

Successful Students, Successful Communities



MISSION

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

VISION

An educated, inclusive community

VALUES

- Learning
- Integrity
- Excellence
- Collaboration
- Kindness

BOARD OF TRUSTEES

- Diana Osborn, Chair
- Sean Mullally, Vice-Chair
- Nancy Frye, Secretary
- Kathy Moore, Treasurer
- Shon Cook
- Dr. Donald Crandall
- Roy Portenga



ACCREDITED



2017-2022 STRATEGIC PLAN FINAL OUTCOMES REPORT

The Integrated Planning Process

Throughout the 2016-2017 academic year, over 180 volunteers from the campus and community worked together to develop an integrated strategic plan to guide the activities of Muskegon Community College over the next five years. Participants included students, employees, and representatives from 52 local businesses and organizations. 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 collaborations resulted in the *2017-2022 Strategic Plan: Successful Students, Successful Communities*, which focused on five student success priorities and 25 goals.

Implementation

Using input gathered during the planning process, the MCC Integrated Planning Committee worked with departments across campus to develop a robust set of measurable objectives that worked to meet strategic plan goals. During the pandemic, 19 addition objectives were added to meet the quickly evolving needs of our students. In all, the 2017-2022 strategic plan included 126 measurable objectives. We reported our progress each quarter throughout the implementation period.

In late 2020, we opted to conclude the plan six months ahead of schedule in order to develop a new strategic plan. Despite the early conclusion, and the challenges of pandemic, 94 objectives were successfully attained when we concluded the *Successful Students, Successful Communities Strategic Plan* with on December 31, 2021.

Aspiring to Be the Best

Throughout 2021, MCC engaged campus and community members in a process to develop the Muskegon Community College 2022-2026 strategic plan. 150 Students, employees, and leaders from 44 organizations served on planning committees. In addition, all community members, students, employees, and other stakeholders were invited to provide input via town hall meetings, forums, and surveys. Overall, 2,354 people participated in the planning process.

The collaborations produced a new 54-month strategic plan that builds on student success accomplishments and aims to position Muskegon Community College as the best community college in the nation. Community input will continue to be integral to implementation process. The 2022-2026 Strategic Plan: *Aspiring to Be the Best* is available for review at www.muskegoncc.edu/aspiring, along with a survey link to provide your feedback.

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PRIORITY I: STUDENT SUPPORT

Provide comprehensive support systems to ensure student success



STRATEGIC 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

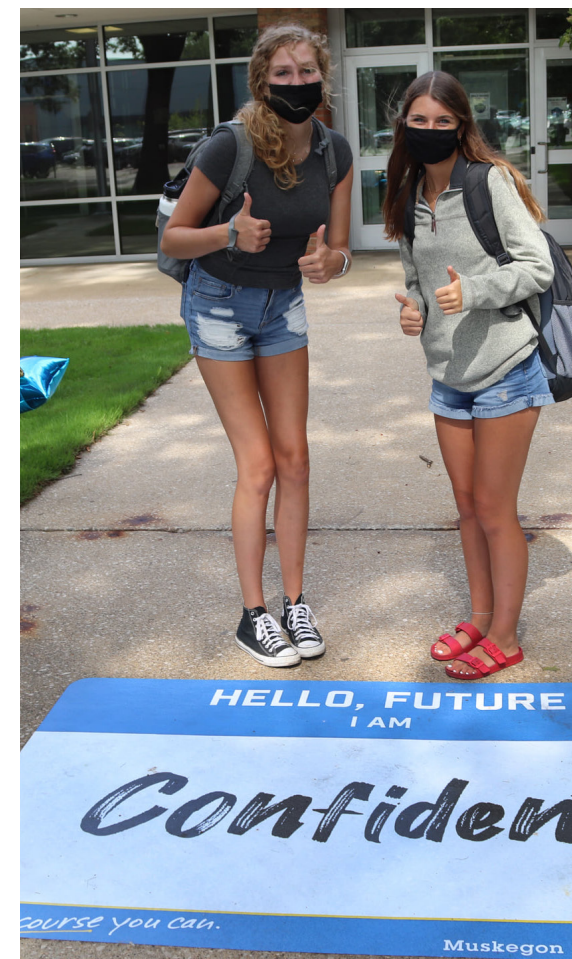
**2,365
students
received
financial
aid**

*in 2020-21, the
final year of
implementation*

ACCOMPLISHMENTS

Achieved July 2017
through December 2021

- ◆ MCC's student satisfaction rate was maintained at 4% higher than the national average (objective 1.01.01)
- ◆ The new MyMCC portal improved online interactions with students (objective 1.01.04)
- ◆ New Student Planning software helps students graduate on time by helping them create and monitor an academic plan, review progress on graduation requirements, and register for classes (objective 1.01.05)
- ◆ New online graduation application streamlined gradation process for students (objective 1.01.06)
- ◆ Hire a Jayhawk software allows students to upload resumes, search for jobs and internships, and explore career options (objective 1.01.07)
- ◆ The Testing Center renovation increased capacity and improved special accommodations (objective 1.01.09)
- ◆ Improved student communications with Jay Mail to ensure students receive relevant information about support services and other key information to guide their academic success (objective 1.01.12)
- ◆ Blackboard, a tool that allows faculty to add resources for students to access online, was made mandatory for all classes to better support students during the pandemic (objective 1.01.13)
- ◆ We added 3 objectives to priority I to support remote-learning, including a "chat now" button on the website so that students and community members can easily get help (objectives 1.01.12, 1.01.13, 1.01.14)
- ◆ MCC continued to offer the lowest tuition rate in Muskegon, Ottawa, and Newaygo Counties (objective 1.02.01)
- ◆ FAFSA completion rate was increased to 87% (objective 1.02.03)
- ◆ New online scholarship application software enables students to easily apply for all scholarships with one application (objective 1.02.04)
- ◆ Thousands of students received some sort of financial aid each year of implementation, 2,365 students in the final year of the plan (objective 1.02.05)
- ◆ On average, enrollment was at 94.5% of goal throughout the implementation period (objective 1.03.01)
- ◆ We met or exceeded our Senior Visit Day goal each year of implementation; 347 students from 21 high schools participated in the most recent Senior Visit Day events, which was held online in 2021 (objective 1.03.06)
- ◆ MCC increased the 3-year rolling average of degrees and certificates earned each year; 671 students earned a credential the final year of the plan (objective 1.04.06)
- ◆ Career and Transfer Services hosted 64 Transfer Fairs, field trips, and other events to support successful transfers to 4-year institutions (objectives 1.05.06)
- ◆ The Care Team completed 9,970 interactions with students to help address a variety of concerns related to academic progress and wellness
- ◆ The Jayhawk Hub, which opened in 2019, connects students with resources to address food insecurity, mental health, and other basic needs
- ◆ Plus, we successfully completed 11 additional strategic plan objectives



PRIORITY 2: ACADEMIC AND TRAINING PROGRAMS



STRATEGIC GOALS

6. Provide viable courses, programs, and delivery options 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

97.29% of advisory council members rated MCC's ability to prepare students for the workplace as excellent or very good

Respondents indicated that MCC provide students with the skills necessary to enter a technologically sophisticated workplace

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

ACCOMPLISHMENTS

Achieved July 2017 through December 2021

- ◆ We conduct survey of advisory council members and workforce development customers to assess how well MCC is doing to prepare students; 97.29% rated "MCC's ability to provide students with the skills necessary to enter a technologically sophisticated workplace" as "excellent" or "good" (objectives 2.06.02, 2.06.03)
- ◆ Academic Department Chairs reviewed 14 program analysis report to better understand student success trends and addresses topics related to capacity and schedule efficiency (objective 2.06.05)
- ◆ We opened the new Ottawa Center in August 2019, which increases access to higher education options for those in Ottawa County (objective 2.06.07)
- ◆ Our Fab Lab, which opened in June 2018, supports local entrepreneurs and STEM-related learning (objective 2.06.08)
- ◆ We implement procedure to streamline approval of converting in-person classes to online delivery to improve online learning during the pandemic (objective 2.06.09)
- ◆ We implemented 4 levels of faculty training to improve online teaching (objective 2.06.10)
- ◆ To support remote learning during the pandemic, 100% of faculty teaching online completed additional training to improve online teaching skills (objective 2.06.11)
- ◆ We conducted 4 annual needs assessments to determine what academic programs and courses are required to meet unmet needs (objective 2.08.01)
- ◆ The Higher Learning Commission reaffirmed accreditation for another 10 years; MCC's been fully accredited since 1929 (objective 2.09.01)
- ◆ We maintained accreditation for 3 specialty programs; Medical Assistant, Nursing, and Respiratory Therapy (objective 2.09.02)
- ◆ 50 academic programs and disciplines were evaluated to ensure they meet learning effectiveness guidelines (objective 2.09.03)
- ◆ Student Success develop a procedure to improve 5 co-curricular activities; athletics, disability support services, tutoring, library, writing center, and orientation (objective 2.09.05)
- ◆ Academic programs and courses are improved by the development of a new Academic Master Plan/Planning Guidelines (objective 2.10.01)
- ◆ We added 3 objectives to priority 2 to support remote-learning during the pandemic (objectives 2.06.09, 2.06.10, 2.06.11)
- ◆ MCC developed new academic programs related to agriculture, forestry, and management; we offer 80 areas of study and 75 degree and certificate options
- ◆ Over the 4.5-year implementation period, MCC helped 15,664 students achieve their dreams
- ◆ 2,590 students earned a diploma or certificate throughout the implementation of this strategic plan (July 1, 2017 - December 31, 2021)



PRIORITY 3:
FACILITIES AND TECHNOLOGY

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

ACCOMPLISHMENTS

Achieved July 2017 through December 2021

- ◆ We completed all the building projects outlined in our 2010 Facility Master Plan; the Peter and Carolyn I. Sturuss Technology Center in downtown Muskegon, the Health and Wellness Center, and the Art and Music Building (objective 3.11.01)
- ◆ The Automotive Technology program moved to an updated facility in May 2019 (objective 3.11.02)
- ◆ We established signage standards to improve campus navigation (objective 3.12.01)
- ◆ All rooms on the main campus were renumbered and we installed over 900 new signs to improve wayfinding (objective 3.12.02)
- ◆ We completed an assessment of signage needs at all of our facilities in Muskegon, Ottawa, and Newaygo Counties to improve wayfinding (objective 3.12.03)
- ◆ Facility access for differently-abled persons was improved by assigning an ADA advocate for all project teams (objective 3.13.01)
- ◆ An accessible throwing wheel was installed to ensure all students could participate in ceramic classes (objective 3.13.05)
- ◆ We completed our Safety First Plan to ensure 33 protocols are implemented at 10 facilities to reduce the spread of coronavirus (objectives 3.13.06, 5.25.06)
- ◆ Our new Health and Wellness Center functioned as a pandemic overflow to support emergency plans for Mercy Health and Michigan DHHS Region 6 during the pandemic (objective 3.13.10)
- ◆ We completed annual sustainability activities and published reports on our progress each year (objective 3.14.01)
- ◆ Information Technology completed assessments of student technology needs related to computer access, internet connectivity, and technology support (objective 3.15.01)
- ◆ Information Technology implemented a plan to align technology projects with institutional goals and response plans for nine high priority technology services (objectives 3.15.02, 3.15.03)
- ◆ We established guidelines for the prioritization, management, and execution of technology projects (objective 3.15.05)
- ◆ We maintained technology incident response at 0.82% above goal (objective 3.15.06)
- ◆ Student and employee rated IT services at 4.78/5, .6% above goal (objective 3.15.07)
- ◆ We provided students with access to 110 laptops and 60 Wi-Fi hot spot devices and added 5 other objectives to support remote-learning during the pandemic (objectives 3.13.06, 3.13.10, 3.14.02, 3.15.08, 3.15.09, 3.15.10, 3.15.11)
- ◆ A new Zoom phone system was installed on campus to improve accessibility, increase flexibility, and decrease costs (objective 3.15.12)

STRATEGIC 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

We provided students with 110 laptops and 60 Wi-Fi hotspot devices to support remote-learning



PRIORITY 4:
ENGAGEMENT AND COLLABORATION



STRATEGIC 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

MCC collaborated with 368 stakeholders to update our values:
*Learning
Integrity
Excellence
Collaboration
Kindness*

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

ACCOMPLISHMENTS

Achieved July 2017 through December 2021

- MCC awareness was increased to 51.6%, as measured by an independent research company (objectives 4.17.01, 4.18.01)
- Our Marketing Department developed system to measure marketing effectiveness via a website traffic conversion plan (objective 4.18.04)
- Completion of student applications related to online advertising increased by 1% or more annually (objective 4.18.05)
- Circulation of *Reflections* magazine was increased to 3,176 (objective 4.18.07)
- Workforce Development provided custom training for 18 companies and placed 93 internships in 2020-21 (objective 4.19.01)
- We develop a procedure that defines 14 stakeholder categories in our Raiser’s Edge database; includes alumni, donors, business leaders, education partners, elected officials, retirees, and key constituents (objectives 4.19.03, 4.19.04)
- The Foundation for MCC raised \$570,174 over the four full fiscal years of implementation (objective 4.20.02)
- Circulation of e-newsletters was increased by 320% (objective 4.19.06)
- 77 proud Alumni Association members reported career and other updates for publication in *Reflections* magazine (objective 4.21.04)
- The Foundation for MCC raised \$3,462,774 for the Sturuss Technology Center and other capital projects (objective 4.20.03)
- 368 people provided input to for updating MCC’s Guiding Values: Learning, Integrity, Excellence, Collaboration, Kindness (objective 5.23.14)
- MCC was named a “Vaccine Champion College” after accepting the national COVID-19 College Vaccine Challenge, an initiative coordinated by the White House and the U.S. Department of Education
- We assembled a Centennial Celebration Committee to plan MCC’s 100th anniversary celebration in 2026



PRIORITY 5: CULTURE AND EQUITY

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



STRATEGIC 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

**2,354
students,
community
stakeholders,
and employees
participated
in defining
goals for the
2022-2026
strategic plan**

ACCOMPLISHMENTS

*Achieved July 2017
through December 2021*

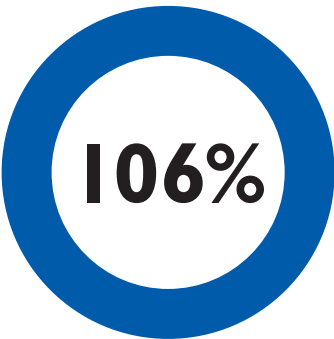
- ◆ We ended each year with a 100% balanced budget (objectives 5.23.01, 5.23.02, 5.23.09)
- ◆ We remained compliant with legal and other requirements (objective 5.23.03)
- ◆ 100% of departments developed annual key performance indicators (KPIs); 70% were met or exceeded during the final year of implementation (objectives 5.23.04, 5.23.05)
- ◆ We added and completed 5 Culture and Equity initiatives to support remote-learning/working and to improve efficiencies (objectives 5.22.07, 5.23.10, 5.23.11, 5.23.12, 5.25.06)
- ◆ Over 200 community members, students, and employees provided input to update MCC's Vision Statement, which identifies what we aim to accomplish: An educated, inclusive community (objective 5.23.13)
- ◆ 150 students, community stakeholders, and employees collaborated to identify goals for the 2022-2026 strategic plan; an additional 2,204 provided input via surveys, focus groups, town halls, and forums (objective 5.23.15)
- ◆ Campus safety was improved at all locations by completing a facility vulnerability assessment (objective 5.24.01)
- ◆ MCC improved technology security by completing a thorough assessment and implementing several new protocols (objective 5.24.03)
- ◆ Employee well-being was supported by the completion of a wellness assessment and by offering several programs related to mental health, physical fitness, and financial wellness (objective 5.25.02, 5.25.03)
- ◆ Student well-being was supported by the completion of a student wellness needs assessment and by offering several wellness programs at the new Health and Wellness Center and Jayhawk Hub (objective 5.25.04, 5.25.05)



2017-2022 STRATEGIC PLAN INSTITUTIONAL KEY PERFORMANCE INDICATORS

We're aspiring to be *The best!*

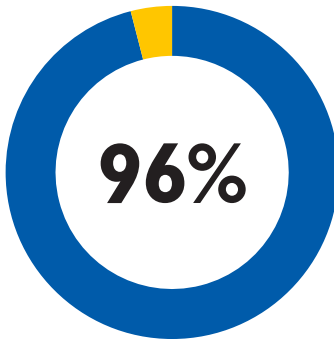
STUDENT SATISFACTION



Maintain student satisfaction at same or higher rate than national average of 64% (objective #1.1.01)

Our student satisfaction rate remained 4 points higher than the national average

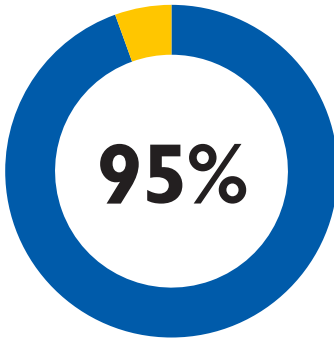
AFFORDABILITY



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, and Ottawa Counties; lowest tuition in 4 counties 2017-2020

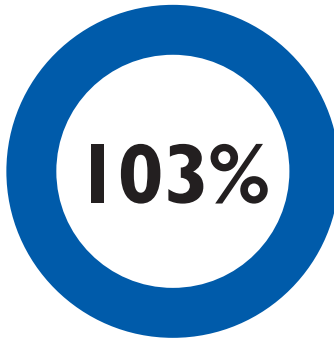
ENROLLMENT



Meet each semester's new student enrollment goals (objective #1.3.01)

On average, we were at 94.5% of enrollment goals for each semester fall 2018-fall 2021

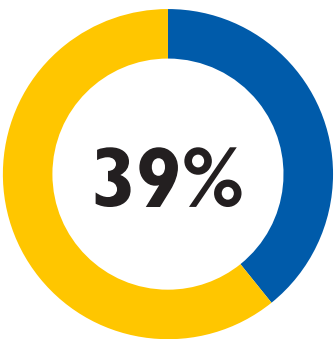
SUCCESS RATE



Maintain student success rate at or above the state 4-yr average of 21.93% (objective #1.4.01)

22.6% of students successfully earned a credential or transferred over the 4.5-year implementation period

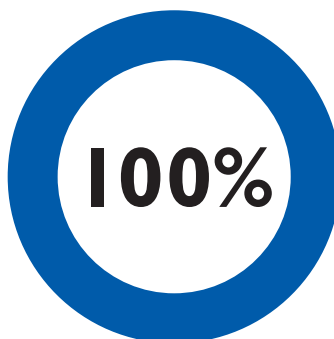
EQUITY



Reduce achievement gap in degree/certificate attainment among students of color (objective #1.4.02)

The 4-year average graduation rate for students of color was 6.89%, our overall graduation rate was 17.58%

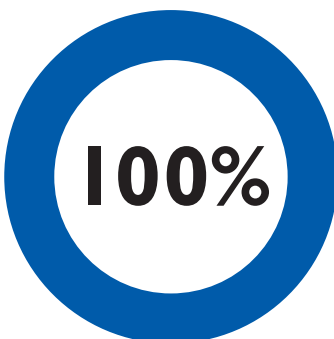
ACCREDITATION



Maintain accreditation by the Higher Learning Commission (objective #2.9.01)

Our accreditation by the HLC is renewed through 2031

FINANCIAL STEWARDSHIP



End each fiscal year with a 100% balanced budget (objective #5.23.01)

We completed each fiscal year of the strategic plan period within budget

WHY MCC?

- MCC's high-quality education and low tuition offer the best value in higher education
- Muskegon Community College was ranked as the 19th best community college in the U.S.
- MCC has been an Achieving the Dream National Leader College since 2015
- We offer 40 associate degree programs and 35 certificate programs
- MCC's credits transfer easily
- A liberal arts education develops critical thinking and other leadership skills
- Our 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 Motorsports Club's electric dragster, "Short Circuit," holds the world speed record
- The Carolyn I. and Peter Sturuss Technology Center in downtown Muskegon provides the most advanced training in the region
- Our nursing program is rated the best in the nation by Intelligent.com and our nursing graduates exam pass rates lead the nation
- The main campus is home to the Kasey Hartz Nature Area, Overbrook Theater, University Park Golf Course, Bartley Science Museum, and many other amenities available to students and the community
- The state-of-the-art Carr-Fles Planetarium is West Michigan's only free planetarium
- Students can join the Phi Theta Kappa Honor Society plus honor societies in English, geography, and nursing
- 19 student organizations, *The Bay Window* student newspaper, music ensembles, theater, and many other student life opportunities
- Accreditation by the Higher Learning Commission means that you can rely on a high-quality education and access to federal financial aid
- Established in 1926, MCC is the fourth oldest community college in the state

CABINET

Dr. Dale K. Nesbary
President

Dr. John Selmon
Provost and Executive Vice President

Dr. Kelley Conrad
Vice President for Academic Affairs

Kristine Anderson
Executive Director of Human Resources

Eduardo Bedoya
Director of Institutional Research and Grants

Cindy DeBoef
Executive Assistant to the President

Tina Dee
Director of Strategic Initiatives

Beth Dick
Vice President of Finance and CFO

Ken James
Chief Diversity Officer

Marty McDermott
Dean of College Services and Athletic Director

Teresa Newmarch
Chief Advancement Officer

Dr. Steven Wilson
Chief Information Officer (Ellucian)



SUCCESS STARTS HERE

Muskegon County

Main Campus

221 S. Quarterline Road
Muskegon MI 49442

Carolyn I. and Peter Sturuss

Technology Center

388 W. Clay
Muskegon MI 49440

Ottawa County

Ottawa Center

16777 Lincoln Street
Grand Haven MI 49417

6364 136th Avenue
Holland MI 49424
(Thompson M-TEC)

182 East Street
Coopersville MI 49404
(Community Services Building)

Newaygo County

4747 W. 48th Street
Fremont MI 49412
(NCRESA building)

Grand Traverse

Respiratory Therapy Program
1105 Sixth Street
Traverse City MI 49684
(Munson Medical Center)



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