

MCC 2022-2026 Strategic Plan Quarterly Report: Spring 2023

Priority	Goal #	Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes: Spring 2023
Access	1	Raise awareness of MCC	1.01.01	Increase the number of prospective students who complete an admissions application by 1% annually (6,484 in 2022-23)	6,484	4,572	(1,912)	Marketing efforts focus on our Kick Off program that begins in June 19, Reconnect Week July 17, and promoting the new Michigan Achievement Scholarship. Last year's target was surpassed 19.4%. Targeted marketing messages are directed to eligible 25+ students and traditional students across all advertising platforms. Visit our Video Viewbook at www.mccyoucan.org .
Access	2	Meet annual enrollment goals while expanding opportunities for underrepresented populations	1.02.01	Increase the number of underrepresented students provided with a donor-funded gas card to support transportation needs in 2022-23 to 145	130	120	(10)	We expect to achieve this objective by end of fiscal year. Thanks to donor support, the Jayhawk Hub is able to provide more students with transportation support. The Jayhawk Hub is a one-stop center that connects students with resources related to food insecurity, housing instability, transportation emergencies, and other stressors that can impact academic success. Learn more at www.muskegoncc.edu/student-success/jayhawk-hub .
Access	2	Meet annual enrollment goals while expanding opportunities for underrepresented populations	1.02.02	Meet each semester's new student enrollment goal (F22 goal: 1,058, actual 972, W23 goal: 333, actual 338, S23 goal: 180, actual TBD)	180	70	(110)	We expect to meet our goal before summer classes begin Monday, May 15. Our winter enrollment goal was exceeded and we were at 91.8% of goal for fall 2022. Visit https://muskegoncc.college-tour.com to see how easy it is to get started at MCC.
Access	3	Expand community engagement	1.03.01	INSTITUTIONAL KPI: Meet each year's FMCC Student Access Funds fundraising goal (2022-23: \$100,000; 2023-24: TBD)	\$100,000	\$96,380	(\$3,620)	We are on track to achieve this objective by the due date. To date, \$36,164.70 has been raised to support the Jayhawk Hub, which provides gas cards, bus passes, food pantry, and other forms of direct support to students. The majority of other funds raised is designated to various scholarship fund at the Foundation for MCC. Support our students with a donation today at www.muskegoncc.edu/donate .
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.01	Engage employees in 6 campus-wide conversations about diversity, equity, inclusion, and/or belonging by 6/30/24	6	0	(6)	We are on track to achieve objective by the due date. Ken James, Chief Diversity Officer, and Dr. Vanthony McMullan, DEI Director, will engage employees in conversation about DEI topics during Campus Wide Meetings, which is attended by faculty and staff each Friday morning. Visit www.muskegoncc.edu/diversity-equity-inclusion to learn about our DEI services for community members.

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Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.02	Offer 7 opportunities for employees to participate in DEI training in 2022-23	7	5	(2)	We are on track to achieve this objective by the due date. Employees have the opportunity to participate in two types of DEI training, Implicit Bias and Microaggressions. To date, 67 employees have completed training sessions.
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.03	Increase community member participation in DEI academies and training to 1,623 in 2022-23, up 78% from 2021-22	1,623	1,400	(223)	To date, 1,400 community members have participated in professional development academies and trainings related to Implicit Bias, Microaggressions, and Inclusive Culture. Visit www.muskegoncc.edu/diversity-equity-inclusion to register or learn more.
Equity	5	Increase student and employee diversity	2.05.01	Meet each semester's underrepresented* students enrollment goal (S23 goal: XX , actual TBD, F23 goal: XX , actual TBD, W24 goal: XX , actual XX)	TBD	TBD	TBD	We are currently identifying baseline and target metrics for this objective; please look for updates next quarter. Our enrollment representatives are collaborating with the Boys & Girls Club and other organizations to build relationships with underrepresented populations. Additionally, the upcoming "See Yourself Here" campaign will help more prospective students envision a path to success.
Equity	6	Enhance each student's experience	2.06.01	Close achievement gaps for underrepresented* students: Increase fall-to-fall retention to 55% (started at Black 27.7%, Hispanic 42.1%, Pell 45.2%, IG 40.8%)	55.00%	38.95%	-16.05%	National student success organizations identified fall-to-fall retention as a top indicator for overall academic success. The Student Success Strategy Team provides ongoing monitoring reports to faculty, who develop strategies to improve classroom success and retention. In addition, Completion Coaches provide one-on-one support to students. Learn more at www.muskegoncc.edu/student-success/college-completion-coaches .
Equity	6	Enhance each student's experience	2.06.02	INSTITUTIONAL KPI: Close achievement gaps for underrepresented* students: Increase pass rate to 73% (started at Black 33.6%, Hispanic 57.8%, Pell 60.3%, IG 59.6%)	73%	52.83%	-20.18%	MCC's Student Success Strategy Team engages with Achieving the Dream coaches to improve academic success. Achieving the Dream was founded to close achievement gaps and accelerate student success by guiding community college on implementing innovative, evidence-based initiatives that can produce and sustain improved student success.

*For the purposes of this strategic plan, underrepresented students includes first-generation students, students-of-color, and financially-challenged students.

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Equity	6	Enhance each student's experience	2.06.03	Close achievement gaps for underrepresented* students: Increase gateway course completion to 28% (started at Black 2.5%, Hispanic 11.1%, Pell 14.9%, IG 13.5%)	28%	10.28%	-17.73%	Gateway courses, which includes first year English and math, provide a foundation for degree attainment and academic success. Students in these courses are benefit from a corequisite class that provides the support needed for successful completion. Completion Coaches provide direct support to improve academic success.
Excellence	7	Improve outcomes for all students	3.07.01	INSTITUTIONAL KPI: Increase fall-to-fall retention rates from 49.2% to 55%	55.00%	29.20%	-25.80%	MCC's Student Success Strategy Team is focused on improving retention, which is a leading indicator for academic success. The team includes the Provost, Dean of Student Services, Chief Diversity Officer, and others. Meet our Provost, Dr. Kelley Conrad, at www.muskegoncc.edu/contact/kelley-conrad .
Excellence	7	Improve outcomes for all students	3.07.02	Increase the percentage of attempted college-level credits completed with a C or better from 67.6% in Fall 2021 to 73% in Fall 2025	73.00%	67.60%	-5.40%	Our Student Success Strategy Team is working closely with faculty and student services to ensure all students have the support needed to achieve the grades needed to meet their academic goals. Learn more about MCC's variety of support services at www.muskegoncc.edu/student-success .
Excellence	7	Improve outcomes for all students	3.07.03	Increase the percentage of students who successfully complete a gateway English and math course by the end of their first year from 19.3% in Fall 2021 to 28% in Fall 2025	28.00%	19.30%	-8.70%	Successful completion of a student's first English and math course provides a strong foundation for continued academic success, so students are supported with supplemental support classes and free tutoring. Since appropriate selection is the first step in ensuring successful completion, our students use guided self-placement to ensure effective course placement. Visit www.muskegoncc.edu/course-placement to learn more about this process.
Excellence	8	Improve institutional effectiveness	3.08.01	Complete 1 evaluation of the budgeting process to ensure it is driven by student success and present procedural recommendations to Cabinet by June 30, 2023	1	0.25	(0.75)	We are on track to achieve this objective by the due date. We are reviewing best practices from the Higher Learning Commission and Achieving the Dream to ensure our budgeting process is driven by our student success goals. We expect this objective to be achieved by the due date. More details will follow next quarter.

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Excellence	9	Provide exceptional environments for effective teaching and learning	3.09.01	Increase the number of faculty members who earn the ACUE certificate in Effective College Instruction to 43 by 6/30/24 (currently at 38)	43	38	(5)	We are on track to meet this objective by the due date. So far, 38 faculty members demonstrated their commitment to student success and equity by completing coursework that equips them with the evidence-based teaching practices shown to improve student engagement, increase persistence, and close equity gaps. ACUE Certification is the only nationally recognized collegiate teaching credential endorsed by the American Council on Education.
Excellence	9	Provide exceptional environments for effective teaching and learning	3.09.02	Improve student accessibility to instruction by offering faculty 6 training opportunities focused on adaptive instruction content by 6/30/23	6	4	(2)	We are on track to achieve this objective by the due date. Trainings provided by MCC's Center for Teaching and Learning help faculty adapt their instruction so that it's accessible for those with hearing, vision, cognitive, and mobile conditions. To date, ten faculty members completed training at four sessions. For more information, contact Barbara Landes, Instructional Support Technician & Instructor.
Excellence	10	Increase transfer and career success of graduates	3.10.01	Offer 10 or more events each academic year to assist students with the transfer process and/or exploring career pathways	10	12	2	Exceeded target! So far this year, we've offered 12 events to support students as they explore transfer and career opportunities. Event opportunities included Transfer Fairs, Transfer Tuesdays, and field trips to partner 4-year institutions. Learn more about transfer services at www.muskegoncc.edu/transferservices .