

MCC 2022-2026 Strategic Plan Quarterly Progress Report: Winter 2023

Priority	Goal #	Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes: Winter 2023	Dept.	Lead
Access	1	Raise awareness of MCC	TBD	Measurable objective(s) in development for goal #1: Raise awareness of MCC	TBD	TBD	TBD	We are identifying the best metrics to measure community awareness of MCC's programs and services. Share your suggestions at www.surveymonkey.com/r/MCCgoals .	Marketing	Kristin Tank
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 X (up from an average of X)	TBD	TBD	TBD	We plan to increase the number of students provided with transportation support. We will report the metrics and progress in the next quarterly report.	Jayhawk Hub	Emily Merten
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 389, S23 goal: 180, actual TBD)	333	389	56	Achieved! The 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.	Admissions	Stephanie Briggs
Access	3	Expand community engagement	TBD	Measurable objective(s) in development for goal #3: Expand community engagement	TBD	TBD	TBD	The Steering Committee is identifying the best metric for measuring community engagement, which may focus on increasing donations for scholarships and other forms of student support. Share your suggestions at www.surveymonkey.com/r/MCCgoals .	FMCC	Amy Swope
Equity	4	Create an inclusive culture of understanding and respect towards diversity	TBD	Measurable objective(s) in development for goal #4: Create an inclusive culture of understanding and respect towards diversity	TBD	TBD	TBD	Metrics for measuring our progress in creating a more inclusive and respectful culture are currently under review. Share your suggestions at www.surveymonkey.com/r/MCCgoals .	DEI	Ken James
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 XX, W24 goal: XX, actual XX)	TBD	TBD	TBD	Our enrollment representatives collaborate with the Boys and 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.	Admissions	(vacant)
Equity	6	Enhance each student's experience	2.06.01	Close achievement gaps for underrepresented* students by the Fall 2025 cohort	TBD	TBD	TBD	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.	Student Success	Patti D'Avignon
Equity	6	Enhance each student's experience	2.06.01a	Close achievement gaps for underrepresented* students by the Fall 2025 cohort: fall-to-fall retention (current: Black 27.7%, Hispanic 42.1%, Pell 45.2%, 1G 40.8%)	55.00%	38.95%	-16.05%		Student Success	Patti D'Avignon

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

MCC 2022-2026 Strategic Plan Quarterly Progress Report: Winter 2023

Priority	Goal #	Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes: Winter 2023	Dept.	Lead
Equity	6	Enhance each student's experience	2.06.01b	Close achievement gaps for underrepresented* students by the Fall 2025 cohort: pass rate (current: Black 33.6%, Hispanic 57.8%, Pell 60.3%, IG 59.6%)	73%	52.83%	-20.18%		Student Success	Patti D'Avignon
Equity	6	Enhance each student's experience	2.06.01c	Close achievement gaps for underrepresented* students by the Fall 2025 cohort: gateway course completion (current: Black 2.5%, Hispanic 11.1%, Pell 14.9%, IG 13.5%)	28%	10.28%	-17.73%		Student Success	Patti D'Avignon
Excellence	7	Improve outcomes for all students	3.07.01	Increase fall-to-fall retention rates from 49.2% in the 2020 cohort to 55% in the 2025 cohort	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.	SSSTeam	Patti D'Avignon
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 .	SSSTeam	Patti D'Avignon
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, therefore the Student Success Strategy Team collaborates closely with Tutoring Services, the Care Team, and faculty members to monitor and improve their progress.	College Success	JB Meeuwenberg
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	(1)	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.	Finance	Bruce Duff
Excellence	9	Provide exceptional environments for effective teaching and learning	TBD	<i>Measurable objective(s) in development for goal #9: Provide exceptional environments for effective teaching and learning</i>	NA	NA	NA	We are identifying the best metrics for measuring our progress in providing exceptional environments for effective teaching and learning. Share your suggestions at www.surveymonkey.com/r/MCCgoals .	Provost	Kelley Conrad
Excellence	10	Increase transfer and career success of graduates	TBD	<i>Measurable objective(s) in development for goal #10: Increase transfer and career success of graduates</i>	NA	NA	NA	The Steering Committee is working with the Student Success Department to identify the best metrics for measuring our progress towards increasing the transfer and career success of graduates. Share your suggestions at www.surveymonkey.com/r/MCCgoals .	Student Success	Heidi Romero

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