

| Priority | Goal # | Goal | Obj # | Measurable Objective | Target Metric | Current Metric | Variance | Quarterly Report Progress Notes: Fall 2023 |
|----------|--------|---|---------|--|---------------|----------------|-------------|---|
| Access | 1 | Raise awareness of MCC | 1.01.01 | Increase the number of prospective students who complete an admissions application by 1% annually (23-24 goal 5627, actual TBD; 22-23 goal 6484, actual 5572) | 5,627 | 0 | (5,627) | (Note: this metric will be updated next quarter.) We expect that marketing efforts and admission events will put us at goal this fiscal year. We are working to increase awareness of scholarships, vast areas of study, and opportunities to attend college tuition-free via Michigan Reconnect, Early College, and other programs. |
| 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 (23-24 target 165, actual 91 (Q1); 22-23 target 145, actual 145) | 165 | 91 | (74) | Thanks to donor support, we are on target to meet this annual target. So far this academic year, the Jayhawk Hub provided gas cards to 91 underrepresented students to support their academic goals. 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 (F23 goal 972, actual 1057; W24 g 378 a TBD; S24 g 178, a TBD - FY2022-23 goal 1,571, actual 1,488) | 972 | 1,057 | 85 | We exceeded our fall new student goal! We implemented a new enrollment management plan that is focused on recruiting, retaining, and regaining students. Visit www.mccyoucan.org to see how easy it is to get started at MCC and learn more about our areas of study and options to pursue a degree tuition-free! |
| Access | 3 | Expand community engagement | 1.03.01 | INSTITUTIONAL KPI: Meet each year's FMCC Student Access Funds fundraising goal (2023-24 goal \$110,000, actual 4677 (1Q); 2022-23 g:\$100,000, a:\$122,996) | \$110,000 | \$4,677 | (\$105,323) | Since many of our giving campaigns start in late fall, we are on track to meet this annual goal. So far, this fiscal year, 48 donors contributed to a Student Access Fund. Student Access Funds include scholarship funds and contributions to the Jayhawk Hub, all of which provide direct financial assistance to students. Last fiscal year's goal was exceeded with 115 donors supporting Student Access Funds. Make your secure online 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 4 college-wide conversations about diversity, equity, inclusion, and/or belonging by 6/30/24 | 4 | 0 | (4) | 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. |
| Equity | 4 | Create an inclusive culture of understanding and respect towards diversity | 2.04.02 | Offer 13 opportunities for employees to participate in DEI training by 12/31/24 | 13 | 6 | (7) | We are on track to achieve this objective by the due date. Faculty and staff completed "Mitigating Microaggressions" during Faculty Seminar Days in August 2023. In the coming year, employees will have the opportunity to participate in training related to implicit bias, microaggressions, healing racism, plus a new 4-part DEI certificate program. |
| Equity | 4 | Create an inclusive culture of understanding and respect towards diversity | 2.04.03 | Meet each year's community member participation in DEI academies, trainings, and events (FY23-24 goal 1600, actual TBD, FY22-23 goal 1623, actual 1549) | 1,600 | 285 | (1,315) | We are on track to meet this annual target. MCC's Office of DEI provided training to eight organizations including two other colleges and technical training center. Last fiscal year, 1,549 community members participated in MCC's DEI events, training programs, and professional development academies. Visit www.muskegoncc.edu/diversity-equity-inclusion to register or learn more. |

*For the purposes of this strategic plan, "underrepresented" includes first-generation, financially-challenged, and Black, Hispanic/Latino students. See definitions at www.muskegoncc.edu/strategicinitiatives.

| Priority | Goal # | Goal | Obj # | Measurable Objective | Target Metric | Current Metric | Variance | Quarterly Report Progress Notes: Fall 2023 |
|------------|--------|---|---------|---|---------------|----------------|----------------|---|
| Equity | 5 | Increase student and employee diversity | 2.05.01 | Meet each semester's underrepresented* students enrollment goal | 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 Achieving the Dream 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 . (Note: the current metric will be updated next quarter, January 2024.) |
| 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 Achieving the Dream Team is working with ATD 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. (Note: the current metric will be updated next quarter, January 2024.) |
| 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 co-requisite class that provides the support needed for successful completion. Completion Coaches provide direct support to improve academic success. (Note: the current metric will be updated next quarter, January 2024.) |
| Excellence | 7 | Improve outcomes for all students | 3.07.01 | Increase fall-to-fall retention rates from 49.2% to 55% | 55.00% | 29.20% | -25.80% | MCC's Achieving the Dream 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 . (Note: the current metric will be updated next quarter, January 2024.) |
| Excellence | 7 | Improve outcomes for all students | 3.07.02 | INSTITUTIONAL KPI: 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 Achieving the Dream 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 . (Note: the current metric will be updated next quarter, January 2024.) |
| 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. (Note: the current metric will be updated next quarter, January 2024.) |

*For the purposes of this strategic plan, "underrepresented" includes first-generation, financially-challenged, and Black, Hispanic/Latino students. See definitions at www.muskegoncc.edu/strategicinitiatives.

| Priority | Goal # | Goal | Obj # | Measurable Objective | Target Metric | Current Metric | Variance | Quarterly Report Progress Notes: Fall 2023 |
|------------|--------|--|---------|--|---------------|----------------|------------|--|
| Excellence | 7 | Improve outcomes for all students | 3.07.04 | Increase the percentage of students who return to MCC after a 1-year or more absence by 1% annually | TBD | TBD | TBD | We are currently identifying baseline and target metrics for this objective; please look for updates next quarter. |
| 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 | 1 | 0 | Achieved! Some of the outcomes of the evaluation include using more efficient strategies to increase enrollment, which will keep tuition costs down for all students, thereby increasing access. In addition, MCC's new Opportunity Team will collaborate with campus colleagues to determine what initiatives will best support student success and will work with the Foundation for MCC to gain funding for those programs. For more information, contact Beth Dick, CFO. |
| 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 6/30/24 | 6 | 7 | 1 | Achieved! These 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. 10 faculty members completed training at seven sessions last fiscal year. For more information, contact Barbara Landes, Instructional Support Technician & Instructor. |
| Excellence | # | 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 | 2 | (8) | We are on track to meet this annual goal. Last year's target was exceeded with 12 events to support students as they explore transfer and career opportunities. Upcoming event opportunities include Transfer Fairs, Transfer Tuesdays, and field trips to partner 4-year institutions. Learn more about transfer services at www.muskegoncc.edu/transferservices . |

*For the purposes of this strategic plan, "underrepresented" includes first-generation, financially-challenged, and Black, Hispanic/Latino students. See definitions at www.muskegoncc.edu/strategicinitiatives.