

Priority Goal #	Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes: Winter 2024	
Access	1	Raise awareness of MCC	1.01.01	<b>Increase the number of prospective students who complete an admissions application by 1% annually</b> (23-24 goal 5627; 22-23 goal 6484, actual 5572)	5,627	2,045	(3,582)	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 enrollment goals while expanding opportunities for underrepresented populations	1.02.01	<b>Increase the number of underrepresented students provided with a donor-funded gas card to support transportation needs</b> (23-24 target 165; 22-23 target 145, actual 145)	165	266	101	Thanks to donor support, we have already exceeded this annual target. So far this academic year, the Jayhawk Hub provided gas cards to 266 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 <a href="http://www.muskegoncc.edu/student-success/jayhawk-hub">www.muskegoncc.edu/student-success/jayhawk-hub</a> .
Access	2	Meet enrollment goals while expanding opportunities for underrepresented populations	1.02.02	<b>Meet each semester's new student enrollment goal</b> (W24 goal 378; F23 g 972, a 1057; S24 g 178, a TBD - FY2022-23 goal 1,571, actual 1,488)	378	450	72	We exceeded the fall and winter goals for new students! We implemented a new enrollment management plan that is focused on recruiting, retaining, and regaining students. Visit <a href="http://www.mccyoucan.org">www.mccyoucan.org</a> 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	<b>INSTITUTIONAL KPI: Meet each year's FMCC Student Access Funds fundraising goal</b> (2023-24 goal \$110,000, actual TBD; 2022-23 g:\$100,000, a:\$122,996)	\$110,000	\$53,759	(\$56,242)	We are on track to meet this annual goal. One change implemented this quarter was the establishment of the Student Success Fund, which is a fund that can be used for multiple purposes, all intended to directly support students. This allows more flexibility to meet students where their needs are. Of course, donors may still donate to a more specific student access fund if they prefer. Student Access Funds include scholarship funds and contributions to the Jayhawk Hub, all of which provide direct financial assistance to students. Make your secure online donation today at <a href="http://www.muskegoncc.edu/donate">www.muskegoncc.edu/donate</a> .
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.01	<b>Engage employees in 4 college-wide conversations about diversity, equity, inclusion, and/or belonging by 6/30/24</b>	4	0	(4)	We have monthly discussions planned for January-April 2024 and expect 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 <a href="http://www.muskegoncc.edu/diversity-equity-inclusion">www.muskegoncc.edu/diversity-equity-inclusion</a> to learn about consulting services for businesses and community members.
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.02	<b>Offer 13 opportunities for employees to participate in DEIB activities training by 12/31/24</b>	13	7	(6)	We are on track to achieve this objective by the due date. Faculty and staff completed "Mitigating Microaggressions" during Faculty Seminar Days and had the opportunity to attend "Warrior Lawyers: Defenders of Sacred Justice" 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	<b>Meet each year's community member participation in DEI academies, trainings, and events</b> (FY23-24 goal 1600; FY22-23 goal 1623, actual 1549)	1,600	404	(1,196)	We are on track to meet this annual target. MCC's Office of DEI provided training for 12 organizations including public school districts and other colleges. Last fiscal year, 1,549 community members participated in MCC's DEI events, training programs, and professional development academies. Visit <a href="http://www.muskegoncc.edu/diversity-equity-inclusion">www.muskegoncc.edu/diversity-equity-inclusion</a> to register or learn more.
Equity	5	Increase student and employee diversity	2.05.01	<b>Meet each semester's underrepresented* students enrollment goal</b>	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	<b>Close achievement gaps for underrepresented* students: Increase fall-to-fall retention to 55%</b> (up from Black 27.7%, Hispanic 42.1%, Pell 45.2%, 1G 40.8%)	55.00%	42.68%	-12.32%	National student success organizations identified fall-to-fall retention as a top indicator for overall academic success. MCC's 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 <a href="http://www.muskegoncc.edu/student-success/college-completion-coaches">www.muskegoncc.edu/student-success/college-completion-coaches</a> .
Equity	6	Enhance each student's experience	2.06.02	<b>INSTITUTIONAL KPI: Close achievement gaps for underrepresented* students: Increase pass rate to 73%</b> (up from Black 33.6%, Hispanic 57.8%, Pell 60.3%, 1G 59.6%)	73%	60.45%	-12.55%	With all groups increasing pass-rates, we are on track to meet this goal by the close of the strategic plan. The 2022-23 pass-rates (Black 43.6%, Hispanic 66.4%, Pell 64.4%, 1G 67.5%) represent an average increase of 7.65%. MCC's <a href="#">Achieving the Dream Team</a> is guided by the national Achieving the Dream organization, which aims to close achievement gaps and accelerate student success with evidence-based initiatives that can produce and sustain improved student success.

\*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](http://www.muskegoncc.edu/strategicinitiatives).

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Equity	6	Enhance each student's experience	2.06.03	<b>Close achievement gaps for underrepresented* students: Increase gateway course completion to 28%</b> (up from Black 9%, Hispanic 20.3%, Pell 28.7%, I G 26%)	42%	21.50%	-20.50%	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.
Excellence	7	Improve outcomes for all students	3.07.01	<b>Increase fall-to-fall retention rates from 49.2% to 55%</b>	55.00%	51.10%	-3.90%	MCC's <i>Achieving the Dream Team</i> 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 <a href="http://www.muskegoncc.edu/contact/kelley-conrad">www.muskegoncc.edu/contact/kelley-conrad</a> .
Excellence	7	Improve outcomes for all students	3.07.02	<b>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</b>	73.00%	69.96%	-3.04%	With pass-rates increasing by 2.36% over the past year, we are on track to achieve this goal. MCC's 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 <a href="http://www.muskegoncc.edu/student-success">www.muskegoncc.edu/student-success</a> .
Excellence	7	Improve outcomes for all students	3.07.03	<b>Increase the percentage of students who successfully complete a gateway English and math course by the end of their first year from 36.2% in Fall 2021 to 46% in Fall 2025</b>	42.00%	33.80%	-8.20%	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 <a href="http://www.muskegoncc.edu/course-placement">www.muskegoncc.edu/course-placement</a> to learn more about this process.
Excellence	7	Improve outcomes for all students	3.07.04	<b>Increase the percentage of students who return to MCC after a 1-year or more absence by 1% annually</b>	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	<b>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</b>	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	<b>Increase the number of faculty members who earn the ACUE certificate in Effective College Instruction to 43 by 6/30/24</b> (currently at 38)	43	38	(5)	We are on track to meet this objective by the due date. So far, 38 faculty members earned the credential and 4 others are in process. The coursework covers 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	<b>Improve student accessibility to instruction by offering faculty 6 training opportunities focused on adaptive instruction content by 6/30/24</b>	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	10	Increase transfer and career success of graduates	3.10.01	<b>Offer 10 or more events each academic year to assist students with the transfer process and/or exploring career pathways</b>	10	7	(3)	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 <a href="http://www.muskegoncc.edu/transferservices">www.muskegoncc.edu/transferservices</a> .

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