

MCC 2022-2026 Strategic Plan Progress Report: Summer 2024

Green objectives=completed, blue objectives=project with 2024 or 2025 due date; remaining objectives are ongoing

Priority Goal #	Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes: Summer 2024	Due	
Access	1	Raise awareness of MCC	1.01.01	Increase the number of prospective students who complete an admissions application by 1% annually (2023-24 goal 5627, actual 6406; 22-23 goal 6484, actual 5572)	5,627	6,406	779	Achieved! The 2023-24 new student enrollment goal was exceeded by 13.8%, thanks to the efforts of enrollment representatives and marketing campaigns, both of which worked to increase awareness of scholarships, vast areas of study, and opportunities to attend college tuition-free via Michigan Reconnect, Early College, and other programs.	ongoing
Access	2	Meet 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 379; 22-23 target 145, actual 145)	165	379	214	Thanks to donor support, the Jayhawk Hub far exceeded the target and provided gas cards to 379 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 .	ongoing
Access	2	Meet enrollment goals while expanding opportunities for underrepresented populations	1.02.02	Meet each semester's new student enrollment goal (FY2023-24 goal 1528, actual 1684; FY2022-23 goal 1,571, actual 1,488)	1,528	1,684	156	Achieved! We exceeded the 2023-24 goal by 10.21% by welcoming 1,684 new students throughout 2023-24. Visit www.muskegoncc.edu 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!	ongoing
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 117666; 2022-23 goal \$100,000, actual \$122,996)	\$110,000	\$117,666	\$7,666	Achieved! Thanks to donor support, the Student Access Funds fundraising goal was exceeded by 7%. The paddle raise at "An Evening with MCC" and a parking fundraiser at the Sturris Center supported these efforts. 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 www.muskegoncc.edu/donate .	ongoing
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	4	0	Completed! Ken James, Chief Diversity Officer, engaged 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 campus initiatives and opportunities for businesses and community members.	completed
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.02	Offer 13 opportunities for employees to participate in DEIB training and activities by 12/31/24	13	18	5	Completed! This target was exceeded 3 months ahead of schedule. The most recent activities include our annual Unity Day breakfast, Global Awareness Festival, DEIB trainings, documentaries, lectures and more. Learn more at www.muskegoncc.edu/diversity-equity-inclusion/ .	completed
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 1898; FY22-23 goal 1623, actual 1549)	1,600	1,898	298	Achieved! We exceeded the 2023-24 goal by over 18%! In addition to community events, MCC's Office of DEI provided training for 23 organizations in 2023-24 including Metal Technologies, Muskegon Chamber, 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 www.muskegoncc.edu/diversity-equity-inclusion to register or learn more.	ongoing
Equity	5	Increase student and employee diversity	2.05.01	Meet each semester's underrepresented* students enrollment goal (starting Fall 2024)	TBD	TBD	TBD	We are currently identifying baseline and target metrics for this objective; please look for updates next quarter. Collaborations with the Community Resource Center at Muskegon Rescue Mission, the Boys & Girls Club, and other organizations are building relationships with underrepresented populations. Additionally, the upcoming "See Yourself Here" campaign will help more prospective students envision a path to success.	ongoing
Equity	6	Enhance each student's experience	2.06.01	Close achievement gaps for underrepresented* students: Increase fall-to-fall retention to 55% (up from Black 27.7%, Hispanic 42.1%, Pell 45.2%, IG 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, free tutoring and other support services help improve academic success. Learn more at www.muskegoncc.edu/student-success . (This metric is updated each September.)	ongoing
Equity	6	Enhance each student's experience	2.06.02	INSTITUTIONAL KPI: Close achievement gaps for underrepresented* students: Increase pass rate to 73% (up from Black 33.6%, Hispanic 57.8%, Pell 60.3%, IG 59.6%)	73.00%	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%, IG 67.5%) represent an average increase of 7.62%. MCC's Achieving the Dream Team 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. (This metric is updated each September.)	ongoing
Equity	6	Enhance each student's experience	2.06.03	Close achievement gaps for underrepresented* students: Increase gateway course completion to 28% (up from Black 9%, Hispanic 20.3%, Pell 28.7%, IG 26%)	46.00%	21.50%	-24.50%	Gateway courses, which includes first year English and math, provide a foundation for degree attainment and academic success. Students in these courses benefit from a co-requisite class that provides the support needed for successful completion. Completion Coaches provide direct support to improve academic success. (This metric is updated each September.)	ongoing
Equity	6	Enhance each student's experience	2.06.04	Offer 5 or more enhanced orientation sessions by 10/31/25	5	0	(5)	NEW! This objective was recently added to improve the student experience. We are expanding the types of orientation sessions available to better meet student needs. Students who attend orientation have a 13% higher retention rate and are 30% more likely to use academic support services (according to The Community College Research Center and Center for Community College Student Engagement). The sessions will incorporate student suggestions gathered at recent Pizza with the President and Community Summit events.	10/31/25

*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.

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Equity	6	Enhance each student's experience	2.06.05	Implement <u>1</u> plan to improve financial aid awareness and access by 12/31/24	1	0	(1)	NEW! This objective was recently added to improve the student experience. Increasing awareness about financial aid information for current and prospective students is crucial for reducing financial barriers, improving equity and inclusion, and supporting economic outcomes. To that end, we will employ a variety of community outreach and marketing techniques to help increase access. Learn more about our Financial Aid services at www.muskegoncc.edu/financialaid .	12/31/24
Equity	6	Enhance each student's experience	2.06.06	Implement <u>1</u> admissions acceptance plan that improves how we welcome students and the onboarding experience by 12/31/24	1	0	(1)	NEW! This objective was recently added to improve the student experience. Our improvement plan aims to enhance the student experience by fostering a sense of belonging, providing clear guidance on next steps, and by providing information about support services that can support their success. MCC swag, bookmarks with summary of student support services, and welcome receptions are among the ideas discussed. We also plan to address student suggestions gathered at recent Pizza with the President and Community Summit events.	12/31/24
Excellence	7	Improve outcomes for all students	3.07.01	Increase fall-to-fall retention rates from 49.2% to 55%	55.00%	51.10%	-3.90%	MCC's Achieving the Dream Team is focused on improving retention, which is a leading indicator for academic success. Learn more about this team at www.muskegoncc.edu/aspiring/#atdteam .	ongoing
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%	69.96%	-3.04%	With pass-rates increased by 2.36% last 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 www.muskegoncc.edu/student-success .	ongoing
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 36.2% in Fall 2021 to 46% in Fall 2025	46.00%	33.80%	-12.20%	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 www.muskegoncc.edu/course-placement to learn more about this process.	ongoing
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 (starting Winter 2025)	TBD	TBD	TBD	Investing in rebuilding relationships with former students who have not yet completed their academic goals will help create a clearer pathway to success for those whose dreams were put on hold. We are currently identifying baseline and target metrics for this objective; please look for updates next quarter.	ongoing
Excellence	8	Improve institutional effectiveness	3.08.01	Complete <u>1</u> 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	Completed! 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.	completed
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 <u>50</u> by 6/30/25 (currently at 38)	50	38	(12)	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.	06/30/25
Excellence	9	Provide exceptional environments for effective teaching and learning	3.09.02	Improve student accessibility to instruction by offering faculty <u>6</u> training opportunities focused on adaptive instruction content by 6/30/24	6	7	1	Completed! These trainings provided by MCC's Center for Teaching and Learning help faculty adapt their instruction to make it more 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.	completed
Excellence	9	Provide exceptional environments for effective teaching and learning	3.09.03	Engage students, employees, alumni, and community stakeholders in process to develop <u>1</u> Facilities Plan by 10/30/24	1	0.8	(0.20)	NEW! This objective was recently added to better support effective teaching and learning. The new facilities planning process includes condition assessment of all facilities, ADA/accessibility study, and will identify facility updates needed to meet student and community needs while improving access, equity, and excellence. TowerPinkster and the Facilities Planning Steering Committee are gathering input from students, employees, and other stakeholders. Learn more and provide your input at www.muskegoncc.edu/strategicinitiatives/2024/04/04/yourcampus/ .	10/31/24
Excellence	10	Increase transfer and career success of graduates	3.10.01	Offer <u>10</u> or more events each academic year to assist students with the transfer process and/or exploring career pathways	10	15	5	Achieved! This year's goal was exceeded by 50% with 15 events offered in 2023-24. The 2022-23 target was also exceeded with 12 events to support students as they explore transfer and career opportunities. Learn more at www.muskegoncc.edu/transferservices/ .	ongoing

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