



MCC Board of Trustees Retreat  
Tuesday, June 17, 2025, 9:00 a.m.  
Muskegon Country Club  
Minutes

Board Present: Chair Osborn, Vice Chair Portenga, Trustee Moore, Trustee Frye, Trustee Crandall, Trustee Scott  
Board Absent: Trustee Cook  
Staff Present: President Selmon, Dr. Brown, Kristine Anderson, Beth Dick, Paula Halloran and Candy Pickard  
Guest Presenters: Kristin Tank and Sarah Luker

Chair Osborn called the meeting to order at 9:08 p.m. Trustee Portenga moved approval. Second. Vote unanimous; motion carried.

**Strategic Direction 2026 and Beyond**

President Selmon summed up the current 2022-26 strategic plan, end date, objectives completed and number of objectives remaining through June 30, 2026.

**Community College 3.0 – Aspen Institute Student Success Framework – *President Selmon***

President Selmon talked about what he calls the Blue-Ribbon Student Success organizations, comments from their thought leaders and why Community College 3.0 is on the top of the mind for community college leaders nation-wide. Those organizations were Aspen Institute, Michigan Community College Association and Achieving the Dream.

He reviewed the Community College 3.0 Progression Chart and shared ALICE stats for Muskegon, Oceana, and Newaygo Counties as a reason for his passion for wanting to improve student outcomes. He talked about Aspen's College Excellence Program and its focus on how colleges can improve student outcomes across six domains and on highly effective leadership practices, which is one approach to improving outcomes. Each focus area page includes playbooks, recommended metrics, assessment tools, inquiry questions, and related resources. He stated that he is open to other approaches and no final decisions will be made for a year and subject to Board approval.

He shared the domain team structure, how different entities would be involved (especially the Board), and a timeline within this year long process along with timelines and special assignments. He emphasized the intentional involvement of college faculty and staff, community members, MCC students and the Board in this strategic planning journey. He also talked about national award considerations and why and stressed making sure this planning process aligned with the mission, vision and guiding values of the college.

- b. Strategic Direction Timeline – shared during the meeting
- c. Board of Trustees Update Timeline – shared during the meeting

## 5-Year Budget Stabilization – *Beth Dick, Chief Financial Officer*

Beth reviewed the assumptions used to create the baseline 5-Year Budget Stabilization Plan (BSP) for the 5-year period 2025-2029. The assumptions included tuition and fees increases, enrollment, property taxes, state aid, wages and fringes, other operating revenues and expenses and capital investment. The baseline plan using the assumptions indicated by 2029 the fund balance would be close to 0% of operating expenses. Beth then discussed revenue generating strategies to stabilize the budget moving forward including millage restoration, fundraising, leasing space, evaluating academic programs, increasing enrollment assumptions, differential tuition and others. Expense reduction strategies included reducing or financing capital, reduce bad debt, reduce travel, savings from vendor contracts, evaluate academic program mix and restructuring institution/attrition savings.

Related to the millage restoration strategy, timelines were discussed as when to go to the voters to ask for consideration. The College would be asking voters to restore the millage from the current 2.1295 mills to the original voted 2.4 mills which would generate \$1.7M in additional property tax revenues annually. Funds have been allocated in the FY2025-2026 budget for a millage consultant and election costs. If approved the additional revenues could be used to pay the debt service for a new bond issue to fund some of the many projects identified in the Facilities Plan. Based on the College's current debt level and keeping within the Standard and Poor's low debt service risk recommendation threshold, the College could afford to issue between \$20 to \$25M in bonds to help fund capital projects.

### Student Liaison on the Board

There was a discussion about the advantages of a student liaison serving on the MCC Board of Trustees. President Selmon will follow up with the Dean of Student Services/Student Government to identify a student by the fall semester who can serve on the board.

#### a. Facility Plan

Beth Dick discussed the Facility Plan, how it was prioritized, funding sources, and timelines. The committee has met 9 times. There is \$3M set aside in the FY2025-2026 proposed budget to address some of the immediate Facility Plan needs. Major projects included in the \$3M are as follows:

- ADA upgrades to 2 standalone restrooms
- Developing a new design for the Overbrook Theater renovation and submit for state capital outlay request
- Complete an architectural study of the front lobby and Student Services area
- Close the ceiling openings in the former Info Common to allow revenue generating opportunities in the space
- Complete a mechanical engineering study of the chillers on main campus and repair or replace some existing equipment
- Complete a full mill and fill of 2 of the south parking lots on main campus

Additional revenue generating opportunities of underutilized spaces were also discussed. Further details of the plan are on the Board portal.

b. Advancement Plan Video – Sue Samaniego, *Chief Advancement Officer*

In the video, Sue shared the immediate past, current and future Advancement fundraising strategies. The video was 33 minutes and is available on the Board portal.

Thoughts/Ideas Academic Affairs/Student services – Dr. Tucker Brown, *Provost & Chief Student Services Officer*

Dr. Tucker Brown shared some of his background related to work experience, education, family and growing up in Pennsylvania. He received his M.S. and Ph.D. from Arizona State University.

His most recent career was at Austin Peay in Tennessee as Sr. Vice Provost/Associate Vice President, Academic Affairs. He is spending time right now attending important college-related meetings and getting to know the MCC culture and larger community. His overall goal is to help MCC become a world-class community college.

### Policy Governance Review

We will bring the Policy Governance Manual to the Board meeting tomorrow.

MCC People – Kristine Anderson, *Chief Human Resources Officer*

Kristine Anderson talked about how the people at MCC are the heart and soul of all we do for our students/community. Our people processes and decisions are centered on our mission, vision and values. She reviewed the structure, highlighted the roles of the Executive Leadership Team (ELT), which include the President, Provost & Chief Student Services Officer, Chief Financial Officer and Chief Human Resources Officer. The Cabinet, Extended Cabinet, and human resources team were also reviewed. The Organizational Chart is on the Board portal along with a list of individual positions.

She talked about the importance of development and communication to engagement and retention of great employees while spending some time sharing several of the opportunities available to employees including the Friday College Wide meetings, Jaymail, and the Insider.

MCC Human Resources team reports institutional data to the Integrated Post Secondary Education Data System or IPEDS and full-time employee demographics and other statistical information including ethnicity, age, benefits, and turnover rates were shared with comparison data.

a. Attraction/Retention/Professional Development

Kristine Anderson spoke about professional development and succession planning initiatives at the college, and how the hiring process works. Baby boomers will retire in the next 5-10 years, which will pose some challenges in the workplaces nationwide and here at MCC. The marketplace has changed and is more competitive. Organizations must compete worldwide for employees and our benefits and compensation packages must be attractive to retain top talent dedicated to your values and our mission. New legislative changes are coming to both the retirement and health benefits soon.

b. Mental Health Support

Mental Health Supports at MCC are also available to our employees and include Ulliance Life Advisor, Question, Persuade, Refer (QPR), TimelyCare for students, and Blue Envelope through Corewell Health.

Enrollment Management Plan (EMP) – *Sarah Luker, Director of Admissions and Kristin Tank, Chief Marketing and Communications Officer*

Sarah Luker and Kristin Tank explained the Recruit (new students), Retain (current students) and Regain (Past students) concept and strategies. Recent fall, winter and summer headcounts were shared and discussed. The end of term headcounts was 3,938 for Fall, 4,010 for Winter, and currently 1718 for Summer. They are completing Year 2 of the Enrollment Management Plan (EMP).

Year 3 25-26

**Recruit**

Continue to reach new students, engage with parents of students, incentivize students to refer a friend, enhance onboarding, customized marketing materials for high schools, expand successful strategies

**Retain**

New orientation  
Expand student engagement  
Increase mental health and suicide prevention resources  
Help dual-enrolled and early college students realize they are Jayhawks

**Regain**

ReconnectNow grant to recapture 25+ students  
refine debt forgiveness program  
expand student usage of the entrance survey  
launch exit survey to determine why MCC students leave before completing a credential  
engage with former MCC students who have not completed a credential.

They also shared thoughts and ideas about the new 2026-2029 EMP:

**Recruit**

High quality ad campaigns, facilities improvement, scholarship promotion, focus on veteran students, connect with skilled trades, expand dual enrollment and loyalty to MCC

**Retain**

Facilities improvements, coaches, student engagement, expand Hub resources

**Regain**

More customized data to customize outreach to stop outs. Promotion of stackable, credentials and credit for prior learning  
Enrollment is everyone's business

Centennial Celebration Plan – *Kristin Tank, Chief Marketing and Communications Officer*

Kristin Tank reviewed the purpose of the Centennial Plan related to enrollment, engagement, and advancement initiatives, an Elevator Speech, Main Message, Desired Emotional Takeaway, and important dates that MCC wants to attend, if possible, such as “An Evening with MCC” on June 21, 2025, and three other premiere events:

The Founding of the Dream, September 30, 2025  
The Bold Dream on Marquette & Quarterline, November 18, 2025  
The Expansion of the Dream, February 24, 2026

Kristin also shared other events that will be coming in the months ahead such as “Cruise into the Next Century” and “Party into the Next Century” and acknowledged all the sponsors to date.

President Selmon shared that Dr. Beverly Walker-Griffiea, known widely as Dr. Beverly, the Director of the Michigan Department of Lifelong Education, Advancement and Potential (MiLEAP), launched by Governor Gretchen Whitmer in December 2023 will be our “An Evening with MCC” speaker this year.

With no further business, the meeting was adjourned at 2:53 p.m. Minutes submitted by Secretary Nancy Frye.  
ph/