

Muskegon Community College 2022-2026 Strategic Plan: Summer 2025 Progress Report

Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes
Raise awareness of MCC	1.01.01	Increase the number of prospective students who complete an admissions application by 1% annually (2024-25 goal 6471, 2023-24 goal 5627, actual 6406; 22-23 goal 6484, actual 5572)	6,471	6,233	(238)	While we were at only 96.3% of goal, we expect that efforts to raise awareness of MCC's vast areas of study and opportunities to attend college tuition-free will put us back on track in the coming year. Learn more about Michigan Reconnect, Early College, Michigan Achievement Scholarships, the Community College Guarantee, and MCC's 70+ scholarships at www.muskegoncc.edu . The 2023-24 goal was exceeded by 13.8%.
Meet enrollment goals while expanding opportunities for all students	1.02.01	Meet each year's goal for supporting first-generation and Pell-eligible students with a donor-funded gas card to support transportation needs (2025-26 goal 250; 24-25 goal 200, actual 203)	200	200	0	Thanks to donor support, we met this year's goal! During the 2024-25 academic year, the Jayhawk Hub provided gas cards to 447 students, 45% of which are first-generation or Pell-eligible (financially challenged). 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.
Meet enrollment goals while expanding opportunities for all students	1.02.02	Meet each semester's new student census date enrollment goal (F24 1068-actual 858; W25 466-actual 645; S25 180-actual 194; FY2023-24 goal 1528, actual 1684; FY2022-23 goal 1,571, actual 1,488)	1,714	1,697	(17)	We exceeded the winter goal by over 38% and exceeded the summer goal by 8%. The 2023-24 goal was exceeded by 10.21%. 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!
Meet enrollment goals while expanding opportunities for all students	1.02.03	Increase the percentage of students who return to MCC after a 1-year or more absence	9.0%	6.6%	-2.40%	Our four success coaches are rebuilding relationships with former students who have not yet completed their academic goals and helping them return to MCC. These efforts will create a clearer pathway to success for those whose dreams were put on hold. We aim to increase lapsed student enrollment to 9% by June 30, 2026.
Expand community engagement	1.03.01	INSTITUTIONAL KPI: Meet each year's FMCC Student Access Funds fundraising goal (2025-26 goal \$150,000; 2024-25 goal \$150,000-actual \$157,151; 2023-24 goal \$110,000-actual 117666; 2022-23 goal \$100,000-actual \$122,996)	\$150,000	\$157,151	\$7,151	Thanks to donor support, including \$15,100 raised for the Jayhawk Hub at June's Evening with MCC, we exceeded last year's goal. Student Access Funds includes all scholarship funds other donations that provide direct financial assistance to students. We appreciate donors understanding that students need help with more than just tuition and are helping provide gas cards and other basic needs at the Jayhawk Hub. Recent additions include the Vincent J. Spataro Endowed Scholarship and a new scholarship for study abroad students.
Cultivate a culture of understanding and respect	2.04.01	Engage employees in 4 college-wide conversations about cultivating our culture of understanding and respect by 6/30/24	4	4	0	Completed 6/30/24 Ken James, Chief Compliance & Title IX Officer, engaged employees in several conversations during our weekly collegewide meeting. Cultivate a culture of understanding and respect supports our guiding values of learning, integrity, excellence, collaboration, and kindness.

Muskegon Community College 2022-2026 Strategic Plan: Summer 2025 Progress Report

Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes
Cultivate a culture of understanding and respect	2.04.02	Offer 13 opportunities for employees to participate in activities that promote a culture of understanding and respect by 12/31/24	13	18	5	Completed 6/30/24 This target was exceeded ahead of schedule. Employees had the opportunity to participate in a variety of activities including the Unity Day breakfast, Global Awareness Festival, documentaries, lectures and more.
Cultivate a culture of understanding and respect	2.04.03	Engage students in at least 2 cultural enrichment activities each academic year, Global Awareness Festival plus one other campus event or experiential learning opportunity	2	6	4	Global Awareness Festival, presented annually since 1999, offers a series of activities that celebrates world cultures through themed events, speakers, and activities that promote global understanding. In addition, students had the opportunity to participate in five experiential learning opportunities aimed to cultivate a culture of understanding and respect, including visits to the Charles H. Wright Museum of African American History and the Jim Crow Museum of Racist Imagery.
Enhance each student's experience	2.05.01	Offer 5 or more enhanced orientation sessions by 10/31/25	5	0	(5)	With 16 workshops schedule for August-October 2025, we are on track to meet this objective by the due date. To improve the student experience and overall academic success, we simplified orientation by creating an interactive video and offering variety of follow-up in-person and online workshops that are personalized to meet each student's 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).
Enhance each student's experience	2.05.02	Implement 1 plan to improve financial aid awareness and access by 6/30/25	1	0.75	-0.25	We expect to catch up on implementation before the fall semester. The plan includes new text message protocols to keep students informed of vital financial aid tasks and outreach to students about funding opportunities. In addition, front line staff completed training to improve service to students. Increasing financial aid awareness among current and prospective students is crucial for reducing financial barriers that can hinder academic progress and earning potential.
Enhance each student's experience	2.05.03	Implement 1 admissions acceptance plan that improves how we welcome students and the onboarding experience by 12/31/24	1	1	0	Completed! The admissions welcome package includes a message from the college president, stickers, and a campus tour ticket. The package 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.
Improve outcomes for all students	2.06.01	Increase fall-to-fall retention among first-generation and Pell-eligible students to 55%, thereby closing achievement gaps (up from 43%)	55.00%	45.85%	-9.15%	We expect to meet the objective by the close of the strategic plan 6/30/26. National student success organizations identified fall-to-fall retention as a top indicator for overall academic success. Our Achieving the Dream Team works with faculty and Student Success staff to improve classroom success and retention.

Muskegon Community College 2022-2026 Strategic Plan: Summer 2025 Progress Report

Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes
Improve outcomes for all students	2.06.02	INSTITUTIONAL KPI: Increase pass-rates among first-generation and Pell-eligible students to 73%, thereby closing achievement gaps (up from 59.95%)	73.00%	57.50%	-15.50%	MCC's Achieving the Dream Team is working with faculty and Student Success staff to meet this objective by the close of the strategic plan. Efforts are 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.
Improve outcomes for all students	2.06.03	Increase gateway course completion among first-generation and Pell-eligible students to 46%, thereby closing achievement gaps (up from 23.8%)	46.00%	21.20%	-24.80%	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.
Improve institutional effectiveness	3.07.01	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%	64.82%	-8.18%	We are on track to achieve this objective. MCC's Achieving the Dream Team works 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-resources/student-success/ .
Improve institutional effectiveness	3.07.02	Increase fall-to-fall retention rates from 49.2% to 55%	55.00%	50.54%	-4.46%	We expect to meet this objective before the plan concludes on 6/30/26. This strategic plan launched in 2022 with a 29.2% retention rate, so the current metric reflects a 21.34 percentage point improvement.
Improve institutional effectiveness	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%	28.60%	-17.40%	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.
Improve institutional effectiveness	3.07.04	Increase the graduation rate to 29% by 9/1/25 (among first-time, full-time students, up from 28% in 2024)	29%	28%	-1%	The Student Connections Task Force and Adult Student Advisory Committee are working to remove barriers to success and cultivate a sense of belonging among students, both of which are crucial for academic success. In addition, Adult Student Navigators and Completion Coaches provide mentoring and support for students.

Muskegon Community College 2022-2026 Strategic Plan: Summer 2025 Progress Report

Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes
Improve institutional effectiveness	3.07.05	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.
Provide exceptional environments for effective teaching and learning	3.08.01	Increase the number of faculty members who earn the ACUE certificate in Effective College Instruction to 50	50	40	(10)	Four additional faculty members earned a certificate in 2024-25 and we are on track to meet this objective by the due date. The coursework covers evidence-based teaching practices shown to improve student engagement, increase persistence, and close achievement gaps. ACUE Certification is the only nationally recognized collegiate teaching credential endorsed by the American Council on Education.
Provide exceptional environments for effective teaching and learning	3.08.02	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.
Provide exceptional environments for effective teaching and learning	3.08.03	Engage students, employees, alumni, and community stakeholders in process to develop <u>1</u> Facilities Plan by 10/30/24	1	1	0	Completed! The new MCC Facilities Plan outlines condition assessment of all facilities, results of a ADA/accessibility study, and identifies updates needed to meet student and community needs while improving access, opportunity, and excellence. TowerPinkster and the Facilities Planning Steering Committee gathered input from students, employees, and other stakeholders. See the plan at www.muskegoncc.edu/mcc-facilities-plan/ .
Increase transfer and career success of graduates	3.09.01	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	We exceeded this year's goal and plan to continue supporting successful transitions to employment and 4-year universities this fall. This goal was exceeded in 2023-24 and 2022-23. Learn more at www.muskegoncc.edu/student-resources/student-success/transfer-services/ .