

# ASPIRING



**Muskegon Community College**

2022-2026 Strategic Plan: Aspiring to Be the Best  
**2023-2024 Progress Report**

# ASPIRING TO BE THE BEST



## MISSION

Muskegon Community College, dedicated to equity and excellence, prepares students, builds communities, and improves lives.

## VISION

An educated, inclusive community

## VALUES

Learning ♦ Integrity ♦ Excellence ♦ Collaboration ♦ Kindness



### Your Community's Plan

The *Muskegon Community College 2022-2026 Strategic Plan: Aspiring to Be the Best* was created with the input of 46 organizations and 2,354 students, alumni, business leaders, and other community members. Their collective insights identified three critical priorities: access, equity, and excellence. The overall aim of the plan is to position MCC as **one of the best community colleges in the nation**.

### What Makes a Community College the Best?

MCC is focused on student success! The 2022-2026 strategic plan aims to increase enrollment among underrepresented groups and meet the criteria for the top student success awards from the leading student success organizations: the Achieving the Dream Leah Meyer Austin Award, Achieving the Dream Leader College of Distinction, and the Aspen Prize for Community College Excellence. These prestigious awards are based on student success data related to access, equity, graduation rates, and post-graduate success.

### See Our Progress

This progress report summarizes our progress toward meeting the ten strategic plan goals that were established with student and community input. Each of the ten overarching goals has at least one measurable objective. As of the end of the last fiscal year, June 30, 2024, the plan includes 23 measurable objectives and we are 56% through the 54-month implementation period. The plan concludes June 30, 2026. This report provides the metrics for each objective plus metrics related to the annual key performance indicators that are set by departments each year in support of strategic plan goals.

### Provide Your Suggestions

Stakeholder input continues to be a vital part of the process! Please share your thoughts on our 2024-2025 focus areas and other aspects of the strategic plan at [www.surveymonkey.com/r/MCCAspiring](https://www.surveymonkey.com/r/MCCAspiring) by 12/09/24. Your suggestions help assure MCC continues to meet evolving student and community needs.



Muskegon  
Community  
College

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Eager student poses for a 1st Day of School photo during Jayhawk Frenzy, a series of activities that welcomes students each fall

Improving access to higher education is the first step in achieving student and community success



Students at MCC's Main Campus

2024-2025 FOCUS:  
Improve access among underrepresented groups

HOW CAN MCC MAKE IT EVEN EASIER TO ACCESS A COLLEGE EDUCATION?

SHARE YOUR SUGGESTIONS

by 12/09/24 at [www.surveymonkey.com/r/MCCAspiring](https://www.surveymonkey.com/r/MCCAspiring)



2023-24 Achievements Key: ♦ strategic plan measurable objective ♦ annual key performance indicator ♦ other activity in support of goal

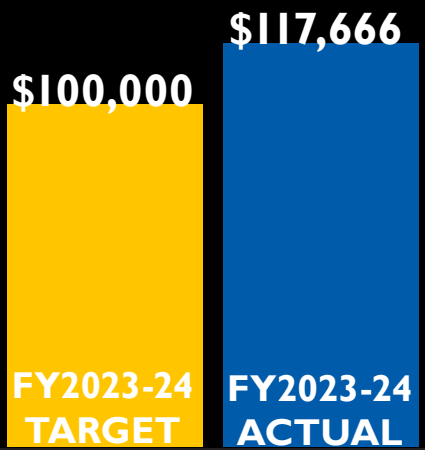
\*For the purposes of MCC's 2022-2026 strategic plan, "underrepresented" includes first-generation, Pell-eligible (finance-challenged), and Black, Hispanic/Latino students.

GOALS

- Raise awareness of MCC
- Meet enrollment goals while expanding opportunities for underrepresented populations
- Expand community engagement

ACHIEVEMENTS

ACCESS  
KEY PERFORMANCE INDICATOR

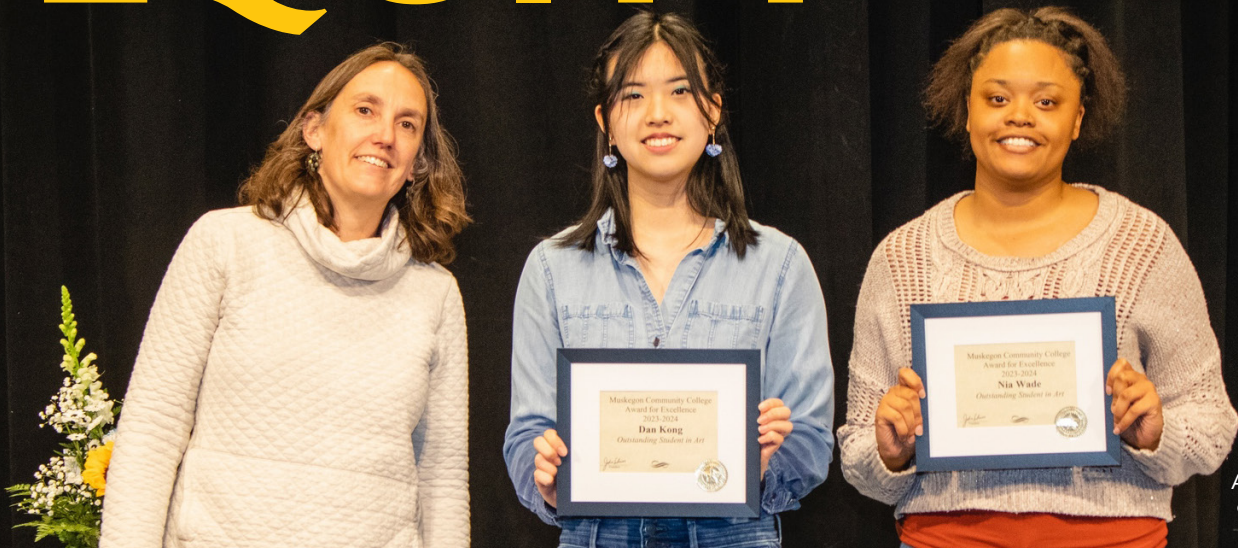


INCREASE FINANCIAL SUPPORT FOR STUDENTS

Last year's fundraising goal for Student Access Funds was exceeded with \$117,666 raised to support students' financial needs

- Marketing fueled a 15% surge in admissions applications, engaging 6,406 prospective students
- 180 student athletes participated in Sports Media Day, resulting in 1.22 million social media views
- 45 dedicated employees and students volunteered to promote MCC at 5 major parades and key community events
- Outreach efforts empowered 260 high school students from Muskegon, Newaygo, and Ottawa Counties to enroll in Early College, vastly increasing access to higher education
- Enrollment Representatives made 132 visits to high schools, tech centers, and college fairs, driving engagement with future students
- 487 students from 23 schools experienced MCC's vibrant campus during College Visit Days
- 139 people explored 80 areas of study at our annual Expo event and had the opportunity to win a free two-year scholarship
- We hosted 3 other high-impact community events; STEAM Along the Lakeshore and two Reconnect with MCC events
- 379 underrepresented\* students received donor-funded gas cards, directly supporting college access
- MCC's increasing appeal helped exceed fall and winter new student enrollment goals with 1,684 new students last year
- 9,038 students enrolled during the 2023-24 academic year, contributing to our thriving academic community
- 74% of students had tuition costs covered by Reconnect, Promise Zones, Michigan Achievement Scholarships, one of MCC's 79 scholarships, high school programs, or other grants
- Our dedication to inclusivity was reinforced with a \$56,000 grant to enhance access for immigrant, refugee, and first-generation students
- Enrollment reps expanded access by actively engaging with the community at the Muskegon Rescue Mission
- 13 Muskegon High School students advanced their education by taking MCC sociology courses offered directly at their school
- The Foundation for MCC raised \$117,666, directly supporting scholarships and critical Student Access Funds
- Our annual fund campaign exceeded expectations, raising \$531,279, surpassing goal by 6%
- Active Lakeshore Fab Lab members jumped by 31%, with 174 leveraging advanced tech for innovative projects
- Workforce Development staff had 130 engagement meetings to help fulfill workforce training needs
- "An Evening with MCC" drew 137 attendees and raised \$59,421 for the Jayhawk Hub, Experiential Learning, and Art and Music Building enhancements
- Over 50 student and community stakeholders contributed insights at the Community Summit, shaping our 2023-24 initiatives
- We partnered with the Boys & Girls Club and other organizations to improve access
- Community members enjoyed free access to our planetarium, science museum, natural area, art gallery, and more, enriching local culture

# EQUITY



Instructor Erin Hoffman presenting students with Award of Excellence plaques in honor of their achievements in academics, personal growth, and character

**Our commitment to equity ensures all community members have the opportunity to succeed**



The Hispanic Student Organization, one of MCC's 19 Campus Life Student Clubs and Organizations

**2024-2025 FOCUS:**  
Reduce achievement gaps

**HOW CAN MCC BEST HELP STUDENTS OVERCOME EQUITY OBSTACLES?**

**SHARE YOUR SUGGESTIONS**

by 12/09/24 at [www.surveymonkey.com/r/MCCAspiring](https://www.surveymonkey.com/r/MCCAspiring)

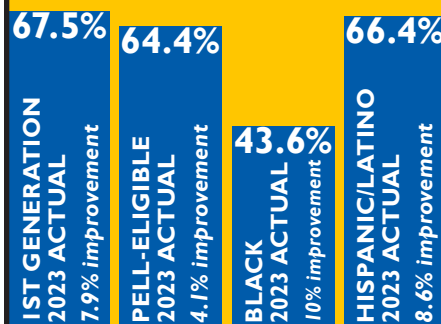


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## EQUITY KEY PERFORMANCE INDICATOR

**2026 TARGET: 73%**



## REDUCE PASS RATE ACHIEVEMENT GAPS

*On average, pass rates for underrepresented student groups improved by 7.65%*

# GOALS

**Create an inclusive culture of understanding and respect towards diversity**

**Increase student and employee diversity**

**Enhance each student's experience**

# ACHIEVEMENTS

- ♦ We had 6 college-wide conversations related to diversity, equity, inclusion, and belonging (DEIB) deepening our commitment to these values
- ♦ Employees had the opportunity to engage in 18 transformative DEIB events and training sessions
- ♦ 1,898 community member participated in DEIB academies, trainings, and events, reflecting MCC's leadership in this area
- ♦ 18 local organizations hired our Office of Diversity, Equity, and Inclusion to provide specialized training and coaching services
- ♦ Our Completion Coaches personally mentored 378 underrepresented\* students throughout the academic year, supporting their academic success
- ♦ Ken James, Chief Diversity Officer, collaborated with faculty to enhance DEI representation in curriculum and syllabi, ensuring inclusive education
- ♦ DEIB training was successfully integrated into 11 College Success Seminar sections and our Kick Off program, embedding these values in our core curriculum
- ♦ We implemented a new strategic enrollment plan that will improve enrollment among underrepresented\* students
- ♦ A Spanish-speaking writing consultant assisted bilingual Spanish-speaking students in the Academic Support Center
- ♦ We offered Autism Spectrum Support Group meetings, expanding support for diverse student needs
- ♦ We partnered with Read Muskegon to provide 48 English as a Second Language class sessions at the Jayhawk Hub
- ♦ Enrollment Services deepened partnerships with WOW Academy, Muskegon Heights High School, Covenant Academy, and other organizations to drive enrollment diversity
- ♦ 584 adult students took advantage of the Michigan Reconnect Program, with in-district tuition waived for state residents 21+
- ♦ Our Chief Diversity Officer ensured inclusivity in recruitment by participating in all search and interview committees
- ♦ Course pass-rates among underrepresented\* students improved by 7.65%
- ♦ Retention rates among underrepresented\* students improved by 2.73%
- ♦ Gateway course completion among underrepresented\* students improved by 10.28%
- ♦ We completed the Healthy Minds Study to improve student mental health services
- ♦ The Jayhawk Hub provided food and other essential resources to over 550 students
- ♦ 633 students received free tutoring, vastly enhancing their experience
- ♦ 46 students earned an Award of Excellence plaque honoring their achievements in academics, personal growth, and character
- ♦ Over 1,500 students participated in 14 Experiential Learning opportunities including theater and museum visits
- ♦ Students had the chance to join 19 Student Life organizations, esports, 15 athletic teams, and numerous campus events, enriching their experience

# EXCELLENCE



President John Selmon presenting diplomas to graduates at the 2024 Commencement Ceremony

Improve outcomes for all students

80 areas of study and support services prepare students for successful transfers and careers



The Academic Support Center provides free tutoring and other support services

**2024-2025 FOCUS:**  
Expand student support services

**WHAT EVENING SERVICES ARE MOST NEEDED?**

**SHARE YOUR SUGGESTIONS**  
by 12/09/24 at  
[www.surveymonkey.com/r/MCCAspiring](http://www.surveymonkey.com/r/MCCAspiring)

## EXCELLENCE KEY PERFORMANCE INDICATOR

73%

2026  
TARGET

69.96%

2023  
ACTUAL

## INCREASE COURSE PASS RATE

*69.96% of credits attempted were completed with a grade of C or better, a 2.36% improvement over the previous year*

- ◆ The rate of classes completed with a grade of C or better improved by 2.36%
- ◆ Comprehensive support services helped fall-to-fall retention rates surge by 21.9%
- ◆ The percentage of students who successfully complete a gateway English and math course increased by an impressive 14.5%
- ◆ Our Student Success department implemented a plan to increase the number of students who return after a 1-year absence
- ◆ Counselors met with 755 first-generation students at least twice during the year, an increase of more than 5%
- ◆ 17 Students completed “Kick Off,” a free summer college prep program, earning 3 credits and a \$500 cash stipend
- ◆ We added 3 college success coaches to mentor and improve outcomes for all students; two are MCAN grant-funded
- ◆ 26 community partners provided food and other student support services at the Jayhawk Hub

# GOALS

Improve institutional effectiveness

Provide exceptional environments for effective teaching and learning

Increase transfer and career success of graduates

# ACHIEVEMENTS

- ◆ We implemented 6 procedural changes to ensure student success drives the budget process
- ◆ Our CFO developed a five-year budget reduction plan and is working to reduce bad debt to \$350,000 or less
- ◆ We developed a dashboard to track towards meeting student success award criteria
- ◆ Faculty and staff completed 87 course, program, and co-curricular assessments, ensuring continuous improvement
- ◆ Our graduation rate increased 5% last year and 8% over two years
- ◆ Our most recent financial audit was successful with no findings, showcasing our fiscal responsibility
- ◆ We filled 93 employee positions to effectively meet student needs
- ◆ An average of 111 employees participated in 38 weekly College-Wide meetings to focus on improving student success and overall effectiveness
- ◆ We implemented Blackboard Ultra, a state-of-the-art learning management system, to enhance student success and engagement
- ◆ 4 faculty members began earning a certificate in Effective College Instruction; 38 have already achieved this prestigious credential
- ◆ All students, employees, alumni, and community stakeholders were invited to provide campus improvement suggestions for the 2024 Facilities Plan
- ◆ Faculty completed 13 training sessions to improve student access to instructional materials
- ◆ We completed 2 technology assessments to ensure student and employee technology needs are met
- ◆ MCC's Hendrik Meijer Library engaged students with two interactive programs with giveaways
- ◆ We loaned 200 students a laptop computer to support their academic progress
- ◆ A quality education was assured by maintaining 5 accreditations; Higher Learning Commission plus accreditation for specialty programs (Early Childhood Education, Medical Assistant, Nursing, and Respiratory Therapy)
- ◆ We offered 15 events to help students with the transfer process and explore career pathways
- ◆ 580 students earned a diploma or certificate, with a total of 630 credentials conferred
- ◆ The transfer to four-year college rate is above state average; among economically disadvantaged students, the 34% transfer-out rate was the highest in Michigan
- ◆ 88% of Early College graduates applied to at least one university
- ◆ 80 students secured internships, and 105 apprentices completed career-related classes, preparing them for successful careers
- ◆ 100% of Medical Assistant Graduates have passed the National Certification Exam
- ◆ 100% of nursing graduates passed the licensure examination on their first try
- ◆ All health occupation program graduates remain in high demand, with 100% job placement for respiratory therapy graduates, underscoring our dedication to ensuring post-graduate success

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**MCC Integrated Planning Steering Committee** as of 6/30/2024

- Dr. John Selmon, President (Chair)
- Tina Dee, Director of Strategic Initiatives (Assistant Chair)
- Kristine Anderson, Chief Human Resources Officer
- Dr. Ed Breitenbach, Dean of Assessment and Instruction
- Nicholas Budimir, Faculty Association representative
- Dr. Kelley Conrad, Provost & Chief Student Services Officer
- Dr. Patti D'Avignon, Dean of Student Services
- Beth Dick, Chief Financial Officer
- Ruben Cortez, Custodial/Maintenance Unit Association representative
- Ken James, Chief Diversity Officer
- Chris Nowak, Educational Support Staff Association representative
- Susan Samaniego, Chief Advancement Officer
- Kristin Tank, Chief Marketing & Communications Officer
- Dr. Steven Wilson, Chief Information Officer (Ellucian)

**Achieving the Dream Team** as of 6/30/2024

MCC is proud to be an Achieving the Dream Leader College. Our Achieving the Dream (ATD) Team is a vital partner in attaining the College's strategic plan goals. The ATD Team works to: improve the student experience; increase persistence, retention, and completion rates; make data accessible, understandable and usable; reduce equity and achievement gaps; and remove barriers to access and success. The team is led by:

- Dr. Kelley Conrad, Provost and Chief Student Services Officer
- Dr. Patti D'Avignon, Dean of Student Services
- Dr. JB Meeuwenberg, College Success Center Faculty

**Goal Team Leaders** as of 6/30/2024

Goal Team leaders collaborate with faculty and staff from all sectors of the college to ensure the student voice is elevated and all goals are supported.

**Access:** Kristin Tank, Stephanie Briggs, Sarah Luker

**Equity:** Ken James, Jason Cooper

**Excellence:** Dr. Ed Breitenbach, Dr. Patti D'Avignon, George Sharp



**BOARD OF TRUSTEES**  
**2023-2024**

**Diana Osborn**  
Chair

**Sean Mullally**  
Vice-Chair

**Nancy Frye**  
Secretary

**Kathy Moore**  
Treasurer

**Dr. Donald Crandall**

**Shon Cook**

**Roy J. Portenga**

MCC is governed by a seven-member board of trustees who are elected for six-year terms. Learn more at [www.muskegoncc.edu/about](http://www.muskegoncc.edu/about).

Did you attend Muskegon Community College? If so, scan the code or visit [www.muskegoncc.edu/about/alumni](http://www.muskegoncc.edu/about/alumni) to:

- ◆ Update your alumni profile
- ◆ Share your story or comments
- ◆ Support current and future students with a donation to the Foundation for Muskegon Community College
- ◆ Purchase MCC and Jayhawk gear
- ◆ Nominate a fellow alum for an award



**MCC ALUMNI AWARDS**

Muskegon Community College presents two annual awards that recognize the accomplishments of esteemed alumni:

- ◆ The **Distinguished Alumni Award** is the highest honor that Muskegon Community College bestows upon an outstanding graduate. The award salutes the achievements of exceptional alumni whose personal lives, professional achievements, and community service exemplify the goals of their alma mater.
- ◆ The **Alumni Achievement Award** recognizes alumni within 15 years of graduating from MCC for extraordinary professional accomplishments.

Award Nominations are accepted from mid-September through mid-December each year. Criteria and nomination details are at [www.muskegoncc.edu/about/alumni](http://www.muskegoncc.edu/about/alumni).



**MCC**  
**COMMEMORATES**  
**100<sup>TH</sup>**  
**ANNIVERSARY**

Founded in 1926, Muskegon Community College has stood as a pillar of higher education for nearly a century. As we approach our 100th anniversary, we are pleased to invite the community to a series of Centennial Celebration events throughout 2025-2026. Activities will honor those who have positively impacted our students, alumni, and communities.

To subscribe to event news, contact Sue Samaniego at (231) 777-0427 or [samaniegos@muskegoncc.edu](mailto:samaniegos@muskegoncc.edu).

Explore MCC's rich history at [www.muskegoncc.edu/about](http://www.muskegoncc.edu/about).

# SUCCESS STARTS HERE



## **Muskegon County**

### ***Main Campus***

221 S. Quarterline Road  
Muskegon MI 49442

### ***Carolyn I. and Peter Sturris Technology Center***

388 W. Clay  
Muskegon MI 49440

## **Ottawa County**

### ***Ottawa Center***

16777 Lincoln Street  
Grand Haven MI 49417

6364 136th Avenue  
Holland MI 49424  
(in Thompson M-TEC)

182 East Street  
Coopersville MI 49404  
(in the Coopersville  
Community Services Building)

## **Newaygo County**

4747 W. 48th Street  
Fremont MI 49412  
(in the NCRESA building)

## **Grand Traverse**

*Respiratory Therapy Program* 1105 Sixth Street  
Traverse City MI 49684  
(in Munson Medical Center)



# Muskegon Community College

[www.muskegoncc.edu/aspiring](http://www.muskegoncc.edu/aspiring) ♦ [strategic@muskegoncc.edu](mailto:strategic@muskegoncc.edu)

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