

MCC

# MUSKEGON **COMMUNITY** COLLEGE

**2022-2026 Strategic Plan 2023-2024 Progress Report**

## **ASPIRING TO BE THE BEST**







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# ASPIRING TO BE THE BEST

## 2022-2026 Strategic Plan Progress Report

### Your Community's Plan

The *Muskegon Community College 2022-2026 Strategic Plan: Aspiring to Be the Best* was developed with the input of 2,354 students, alumni, business leaders, community members, and 46 organizations. The collective insights identified three critical priorities for your community's college: access, opportunity, and excellence and nine overarching goals\*. The overall objective of the plan is to position Muskegon Community College (MCC) one of **the best community colleges in the nation**.

### Student Success: Aspiring to Be the Best

The 2022-2026 strategic plan aims to expand enrollment to support our vision statement while meeting 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 reduced equity gaps, post-graduate success, sustained improvements in student outcomes, with **retention** and **graduation/transfer** rates as top indicators.

### Review Our Progress Towards Improving Access, Opportunity, and Excellence

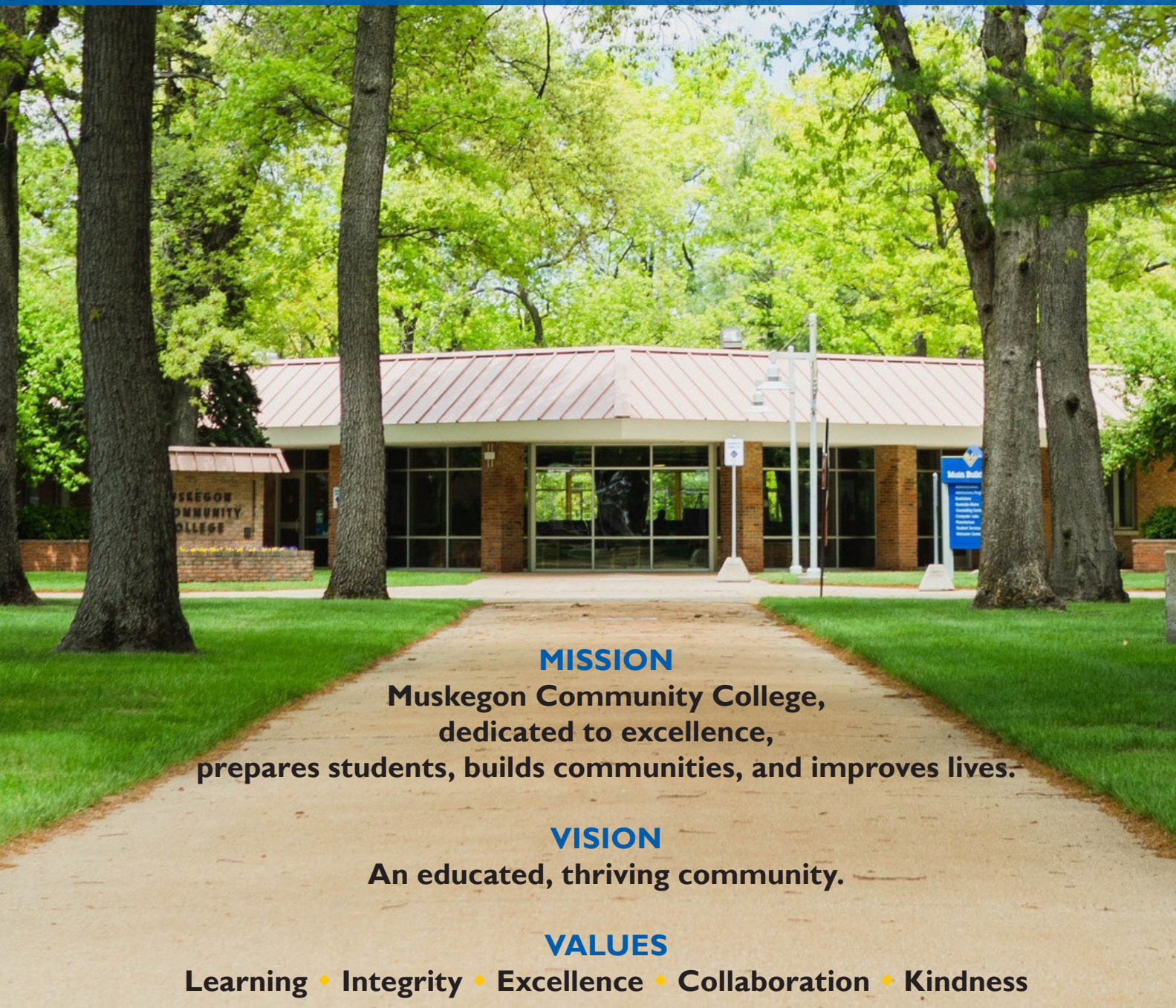
This progress report summarizes our progress toward meeting the nine strategic plan goals established with student and community input over the past fiscal year (7/1/24-6/30/25). Each overarching goal has at least one measurable objective. As of June 30, 2024, the plan includes 23 measurable objectives and we are 78% through the 54-month implementation period. Six of the measurable objectives are achieved, two are on track to be achieved later in 2025, and the remaining 15 objectives are measured and reported each quarter. Keeping our valued stakeholders informed and engaged is a primary tenet of our integrated planning approach. To that end, we also publish quarterly progress reports at [www.muskegoncc.edu/aspiring](http://www.muskegoncc.edu/aspiring), which provide detailed metrics and progress notes for each measurable objective.

### Building Success for the Next 100 Years

The current plan concludes on June 30, 2026, as MCC celebrates its centennial. The leadership team is currently developing a new strategic plan, which is due to launch on July 1, 2026. The new plan will continue to advance access, opportunity, and excellence with emphasis on improving transfer and career success of graduates. MCC will continue our progression towards being a top "Community College 3.0," a national movement guided by the Aspen Institute, the national leader in community college excellence. The Community College 3.0 framework prioritizes post-college success and builds on earlier stages (1.0 focuses on access and 2.0 emphasizes completion). We will continue to keep stakeholders informed and engaged in the process and welcome your comments and suggestions for your community's college next strategic plan. Share your thoughts with President Dr. John Selmon, at [president@muskegoncc.edu](mailto:president@muskegoncc.edu).

Annual Report Achievements Key: ♦ strategic plan measurable objective ♦ annual key performance indicator ♦ other activity in support of goal

Our mission, vision, and strategic plan was updated in March 2025 to comply with Executive Order 14173 and the Department of Education's "Dear Colleague" letter.  
\*Strategic plan changes include removing one goal and two objectives, renaming one priority, and rewording several goals and measurable objectives.



### MISSION

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

### VISION

**An educated, thriving community.**

### VALUES

**Learning ♦ Integrity ♦ Excellence ♦ Collaboration ♦ Kindness**





# ACCESS

Our access goals expand outreach and awareness, making it easier for community members to engage in MCC programs and services. Expanding access to higher education is the foundation for student achievement and community success.

## KEY PERFORMANCE INDICATOR

### INCREASE FINANCIAL SUPPORT TO STUDENTS

\$150,000

\$157,1516

FY2024-25  
TARGET

FY2024-25  
ACTUAL

Last year's fundraising goal for Student Access Funds was exceeded with \$157,151 raised to support students' financial needs

(objective 1.03.01)



## Goal 1: Raise awareness of MCC

### 2024-25 ACHIEVEMENTS:

- ◆ Outreach efforts resulted in 6,233 prospective students completing an admissions applications
- ◆ Partnerships with 24 high school expanded access to higher education, enrolling 284 students from Muskegon, Newaygo, and Ottawa Counties in tuition-free Early College programs to earn an associate degree while completing high school
- ◆ The Latino Career Conference engaged 285 students in grades 7–12, inspiring future pathways to college and careers
- ◆ 5 campaigns boosted social media engagement with current and prospective students, increasing followers on Instagram by 6.98% and Facebook by 3.54%
- ◆ 305 people attended 3 Bring It Out events to learn more about MCC's quality and affordability
- ◆ Enrollment Representatives made 145 visits to high schools, tech centers, and college fairs
- ◆ 629 students from 23 schools experienced MCC's vibrant campus during College Visit Days
- ◆ 267 people explored 15 areas of study at our annual Expo event and had the opportunity to win a free two-year scholarship worth \$10,866
- ◆ 17 employees volunteered for Parties in the Park and two community parades to boost awareness of MCC



## Goal 2: Meet enrollment goals while expanding opportunities for all students

### 2024-25 ACHIEVEMENTS:

- ◆ 449 students received donor-funded gas cards to support college access; 200 of which were first-generation and/or Pell-eligible
- ◆ MCC's growing appeal helped exceed winter and summer new student enrollment goals with 1,697 new students last year
- ◆ Implemented a plan to make it easier for students return to MCC after a lapse
- ◆ Our new texting campaign keeps prospective and current students aware of important financial aid deadlines
- ◆ MCC President met with 4 Local College Access Network leaders in to identify new strategies to improve access in Ottawa, Muskegon, Oceana, and Newaygo Counties
- ◆ 69% of degree-seeking students had tuition costs covered by Reconnect, Promise Zones, Michigan Achievement Scholarships, one of MCC's 79 scholarships, high school programs, or other grants
- ◆ 5,535 students enrolled during the 2024-25 academic year, up 3% from the previous year
- ◆ 29 new high school graduates enrolled in a summer "First Flight" session, which helped them prepare for a successful fall semester
- ◆ Michigan Reconnect Navigators engaged with prospective adult students at Muskegon Farmers Market, local libraries, Taste of Muskegon, and other events to promote tuition-free options
- ◆ 45 Muskegon High School students advanced their education by taking MCC courses offered directly at their school

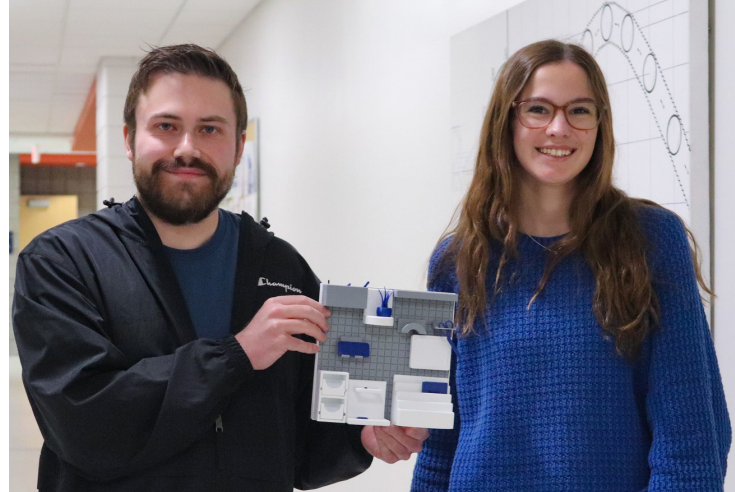


## Goal 3: Expand community engagement

### 2024-25 ACHIEVEMENTS:

- ◆ The Foundation for MCC raised \$157,151 to directly support scholarships and critical Student Access Funds
- ◆ 70 organizations rented space from MCC Conference Services to hold their events at our beautiful campuses
- ◆ Active Lakeshore Fab Lab membership jumped by 36%, with 236 leveraging advanced tech for innovative projects
- ◆ Hendrik Meijer Library card holders increased by nearly 10%
- ◆ 3 alumni and retirees volunteered to serve in our new Jayhawk Ambassador program
- ◆ The 2nd annual "An Evening with MCC" launched our year-long centennial celebration drawing 208 attendees and raising more than \$50,000 to support student success
- ◆ 15 alumni participated in 2 alumni events
- ◆ 320 community members took non-credit continuing education classes
- ◆ Workforce Development staff had 185 engagement meetings to help fulfill workforce training needs
- ◆ 220 people from 11 community organizations participated in Workplace Dynamics and other training opportunities
- ◆ 3,382 community members enjoyed a free show at the Carr-Fles Planetarium, and hundreds more enjoyed access to our science museum, natural area, art gallery, and other free campus resources
- ◆ 80 first through eighth grade students participated in our first annual STEM Camp in July 2024 at the Sturrr Technology Center





OPPORTUNITY

Our opportunity goals reflect MCC's commitment to ensuring all students have the resources needed to succeed. By fostering belonging and providing support, we strengthen the learning experience and improve academic outcomes.

KEY PERFORMANCE INDICATOR

REDUCE PASS RATE ACHIEVEMENT GAPS

2026 TARGET: 73%

55.7%

FIRST GENERATION 2024 ACTUAL (-3.9% from 2022)

59.3%

PELL-ELIGIBLE 2024 ACTUAL (-1% from 2022)

The 2023-24 pass rate among first generation and Pell-eligible students averaged 57.5% (objective 2.06.02)

Goal 4: Cultivate a culture of understanding and respect

2024-25 ACHIEVEMENTS:

- Over 400 students participated in the Global Awareness Festival and 5 other opportunities promoting understanding and respect
The Writing Center Manager completed a "Creating an Inclusive and Supportive Learning Environment" course
3 organizations serving immigrant students participated in 5 Bring It Out events with combined attendance of 500 people
The Academic Support Department provided Bilingual support for Spanish-speaking students
Offered Autism Spectrum Support Group meetings, expanding support for diverse student needs
Partnered with Read Muskegon to provide 45 English as a Second Language class sessions at the Jayhawk Hub
Over 620 people joined us for our annual Dr. Martin Luther King, Jr. Unity Breakfast



Goal 5: Enhance each student's experience

2024-25 ACHIEVEMENTS:

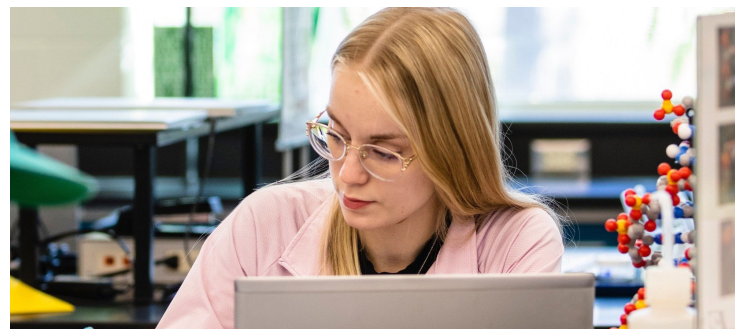
- Implemented a comprehensive orientation improvement plan shaped by input from 133 students that better guides course selection
Increased awareness and access to Financial Aid through a targeted communications plan
Vastly improved the onboarding process with a new acceptance plan that enhances how students are welcomed
Expanded mental health support through the "Jayhawk Nest" and faculty training in trauma-informed care
Thanks to the support of 36 organizations, Jayhawk Hub provided food and other essential resources to 685 students
550 students participated in Jayhawk Frenzy and Winter Welcome activities that build campus connections
MCC President met with the Michigan Community College Association Legislative Committee to secure state funding to meet basic needs of students
Over 900 students participated in 14 Experiential Learning opportunities
Students had the chance to join 24 Student Life organizations, esports, 20 athletic teams, and numerous campus events, enriching their experience
Hired a First Year Experience Coordinator and formed a Student Connections Taskforce, both focused on improving the student experience
Maintained Achieving the Dream Leader College status, affirming MCC's commitment to access, belonging, and success for all students



Goal 6: Improve outcomes for all students

2024-25 ACHIEVEMENTS:

- Retention rates among first-generation and Pell-eligible students increased 2.85% since 2022
546 students accessed 4,230 free tutoring to support academic outcomes, thanks in part to 4 promotional events that increased awareness of this vital service
455 students received free assistance from the Writing Center, which supported academic outcomes through over 1,130 writing sessions that were made easier to access with new scheduling software
Expanded promotion of Counseling and Advising Services, including a video, contributed to a 14.36% increase in student engagement with support resources
50 students earned an Award of Excellence honoring their achievements in academics, personal growth, and character
Our student athletes had the second highest GPA of all 31 Michigan community colleges
33 Students completed "Kick Off," a free college prep program, earning 3 credits and a \$500 cash stipend
402 students were personally mentored by our College Completion coaches to improve their outcomes







# EXCELLENCE

Our excellence goals strengthen student achievement and institutional effectiveness. Fostering exceptional teaching and learning while supporting post-graduate success improves lives and builds stronger communities.

## KEY PERFORMANCE INDICATOR

### INCREASE COURSE PASS RATE

73%

64.82%

2026  
TARGET

2024  
ACTUAL

64.82% of college-level credits attempted were completed with a grade of C or better last year (objective 3.07.02)

## Goal 7: Improve institutional effectiveness

### 2024-25 ACHIEVEMENTS:

- ◆ Our retention rate is above the state average and increased 5% from last year and 9% over the past two years
- ◆ Our graduation rate increased by 1% over the past year
- ◆ We reduced budgeted personnel expenses by at least \$500,000 through staff planning or attrition
- ◆ We Implemented Coursedog, an academic operations platform that improves student success, plus 8 other initiatives that improved electronic efficiencies
- ◆ We completed an assurance argument that positions MCC to meet all 18 core components in the Higher Learning Commission accreditation process
- ◆ We reduced bad debt expense by \$342,000 since the prior year
- ◆ Faculty and staff completed 95 course, program, and co-curricular assessments, ensuring continuous improvement
- ◆ Our graduation rate is above the state average and increased 2% over the last two years and 5% over the last three years
- ◆ We processed 5,103 FAFSA applications and awarded \$10,708,644 in financial aid to students with average aid of \$5,579
- ◆ Our most recent financial audit was successful with no findings, showcasing our fiscal responsibility
- ◆ A low faculty-student ratio of 1:18 supports personalized instruction and contributing to student success and institutional effectiveness
- ◆ MCC secured 8 grants during the 2024-2025 academic year totaling \$3,309,992 to support student success

## Goal 8: Provide exceptional environments for effective teaching and learning

### 2024-25 ACHIEVEMENTS:

- ◆ 4 additional faculty members earned a certificate in Effective College Instruction; 40 have now achieved this prestigious ACUE credential
- ◆ We completed a new Facilities Plan that reflects the input of students and other stakeholders
- ◆ Facility renovations included completion of the Large Ensemble Room in the Arts & Music Building, audio and lighting upgrades in Overbrook Theater, and various campus security improvements
- ◆ Our Center for Teaching and Learning is implementing an improvement plan to position MCC as a top Community College 3.0, further improving post-graduate success
- ◆ We loaned 150 laptops to students to support their academic success
- ◆ 29 faculty members successfully completed an Online Teaching Certification Course through ETOM
- ◆ 183 faculty and staff members improved skills by participating in 96 trainings/events at our Center for Teaching and Learning
- ◆ 20 courses were assessed and approved by the Online Course Evaluation Committee, adding to our Distance Learning Course opportunities
- ◆ Quality education was assured by earning the highest accreditation rating possible from the Higher Learning Commission, and we maintained 4 accreditations for specialty programs; Early Childhood Education, Medical Assistant, Nursing, and Respiratory Therapy



## Goal 9: Increase transfer and career success of graduates

### 2024-25 ACHIEVEMENTS:

- ◆ We offered 15 events to help students with the transfer process and explore career pathways
- ◆ 10 students received personalized support at two Career Workshop events
- ◆ 637 students earned a diploma or certificate—up 9.83% from the previous year—with a total of 682 credentials conferred
- ◆ MCC's transfer to four-year college rate is in the top quarter of Michigan community colleges
- ◆ 78% of Early College students applied to at least one university, 7% reapplied to MCC
- ◆ 84 students secured internships, and 120 apprentices completed career-related classes, preparing them for successful careers
- ◆ 93.6% of Medical Assistant Graduates have passed the National Certification Exam
- ◆ 100% nursing grads passed licensure exam on first try in 2025, and 98.4% first time pass rate for the academic year
- ◆ Respiratory therapy graduates enjoyed a 100% job placement rate
- ◆ A partnership with GVSU and Trinity Health provides a pathway to a Bachelor of Science in Nursing







# LEADERSHIP

## MCC Integrated Planning Steering Committee as of 6/30/2025

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  
 Dr. Tucker Brown, Provost and Chief Student Services Officer  
 Nicholas Budimir, Faculty Association representative  
 Dr. Patti D'Avignon, Dean of Student Services  
 Beth Dick, Chief Financial Officer  
 Ruben Cortez, Custodial/Maintenance Unit Association representative  
 Ken James, Chief Compliance & Title IX 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)

## Board of Trustees as of 6/30/2025

Diana Osborn, Chair  
 Roy J. Portenga, Vice-Chair  
 Kathy Moore, Treasurer  
 Nancy Frye, Secretary  
 Shon Cook  
 Dr. Donald Crandall  
 Asaline Scott

## AWARDS AND ACCOLADES

- ◆ Ken James, Chief Compliance & Title IX Officer, was honored with the 2025 Exceptional Leadership Award by Delta Alpha Psi Zeta in recognition of his dedication, vision, and a commitment to positive change
- ◆ MCC's 2010 National Champion softball team was inducted into the Muskegon Hall of Fame
- ◆ Ten Jayhawk athletic teams were honored for high academic achievements; each team earned a cumulative GPA of 3.0 or higher, ranking MCC second among 24 community colleges
- ◆ Women's Basketball Coach Jason Cooper earned Coach of the Year honors by the Michigan Community College Athletic Association
- ◆ MCC received a Global Award for Innovative Student Support from Ellician, which included a \$25,000 gift to meet student needs including food and transportation
- ◆ Athletics added women's wrestling and men's volleyball teams; MCC now offers 20 collegiate sports, reinforcing its position as the community college with the most athletic programs in the state of Michigan
- ◆ Emily Merten, Associate Director of Student Success, earned a Future 15 Award from the Muskegon Lakeshore Chamber of Commerce in honor of her significant contributions to our students and communities
- ◆ Maintained Silver Level as a Michigan Veteran-Friendly School



## HONORING OUTSTANDING ALUMNI

Scott Blease, class of 1991 (pictured above), was awarded the 2025 Distinguished Alumnus Award and Michael VanBemmelen, class of 2015, received the 2025 Alumni Achievement Award.

Do you know an outstanding MCC alumni? Anyone is welcome to submit a nomination for either or both awards:

- ◆ 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.

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).

## CALLING ALL JAYHAWKS!



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 create or update your alumni profile, share recent accomplishments, and purchase MCC and Jayhawk gear!



## MCC CELEBRATES 100 YEARS!

Founded in 1926, Muskegon Community College has stood as a pillar of higher education for nearly a century. As we commemorate 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 [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

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)



# MCC