

# MUSKEGON COMMUNITY COLLEGE

MCC Board of Trustees Retreat  
Monday, June 29, 2026  
Muskegon Country Club  
9:00am – 1:00pm  
MINUTES

Board Present: Chair Osborn, Vice Chair Portenga, Trustee Frye, Trustee Cook,  
Trustee Crandall, Trustee Scott,  
Absent: Trustee Moore  
Staff Present: President Selmon, Dr. Tucker Brown, Kristine Anderson, Beth Dick,  
Dr. Edward Breitenbach, Dr. Steve Wilson, Paula Halloran, and Candy  
Pickard

Chair Osborn called the meeting to order at 9:05 a.m. Trustee Scott moved approval of the agenda. Second. Vote unanimous; motion carried.

On Friday, we received a \$300,000 MiLEAP Reconnect Enroll with Momentum Grant, a major step forward in expanding access and accelerating enrollment and completion for adult learners. enrollment. Muskegon Community College proposes a comprehensive strategy to transform CPL from a manual administrative hurdle into a proactive enrollment engine. In partnership with Greater Muskegon Economic Development (GMED), we will implement a three-pronged approach: Targeted Outreach & Marketing, Credit for Prior Learning Coordination and Labor Marketing Alignment. A GMED team member will be working directly with all employers and MCC, helping streamline partnerships and support credit for prior learning so students can move faster toward completion.

Thank you to everyone who attended the Centennial Celebration. Our goal was \$100,000, and the feedback has been overwhelmingly positive — many attendees shared that it was a truly great event. Slod 535 tickets to the event grossed over \$180,000.

I. 2022 – 2026 Strategic Plan Final Summary – Dr. Ed Breitenbach Dean of Instruction & Assessment

Progress, Impact, and What's Next

The college advanced its three priorities — *Access, Opportunity, and Excellence* — with measurable gains in student success, enrollment, fundraising, and post-graduation outcomes.

Access: Graduation rates increased from 23% to 30%, Enrollment growth total enrollment increased from 5,124 to 5,519, Fundraising increased by 28%, and transfer/job success goal was exceeded each year.

Opportunity: A new admissions acceptance plan, and a financial aid plan were implemented. Events were offered for employees and students to promote a culture of understanding and respect. Redesigned orientation for new students.

Excellence: Completed one evaluation of the budget process to ensure it is driven by student success, increased the number of faculty who earned the ACUE certificate, offered six training events for faculty to improve accessibility of college courses, and engaged with stakeholders to develop a new facilities plan.

We learned nationally recognized data points can be challenging to increase. First generation and Pell-eligible students need high levels of support.

The new plan has specific action plans for each objective. We are aspiring to a high level for student success data points, which very few colleges hit the number.

Connections between the old plan and the new plan are to increase the graduation rate, increase the percentage of attempted college credits with a C or better, increase retention rate, cultivate a learning and workplace environment, increase the number of students who transfer.

## 2. 2026 – 2029 Strategic Plan Overview

President Selmon provided a comprehensive review of the major components of the overall review of the Strategic Planning Process, including the calendar of activities, the Narrative draft, the Board Statement draft and potential titles for the Strategic Plan. He reviewed Community College 3.0 as it relates to post-college success. Six focus areas, Access, Completion, Teaching and Learning, Workforce, Transfer, and Leadership & Capacities were led by Cabinet and Extended Cabinet members. Sixty-four faculty and staff served on cross-functional teams.

The Strategic Imperative: “To advance excellence in outcomes for all MCC students and to prepare them for success after college” was reviewed. The Board of Trustees supports the letter from the President and the Board statement currently in the draft plan.

Four titles for the strategic plan were discussed:

Pathways to Success

Pathways to Possibilities

Pathways ways to Possibilities and Success  
Pathways to Possibilities Leading to Success

President Selmon will bring the strategic plan with its new name to the Board meeting in July for formal approval.

3. Dr. Tucker Brown Provost and Chief Student Services Officer

Teaching and Learning Focus Area

Focus Area Goal: Through excellent teaching, ensuring that students effectively learn what is taught in courses and programs.

Objective 3 is to increase the number of adjunct faculty participating in professional development each year from 43 to 86 by the end of summer semester of 2029. Incentives will be developed for increased participation, an adjunct coordinator will be created, feedback from adjuncts will be gathered, budgeted funds will be designated, and an expanded orientation for adjunct instructors will be added.

Workforce Focus Area

Focus Area Goal: Ensure that students have the necessary skills and knowledge to secure a good job.

Objective 4 is to add at least three new workforce academic programs leading to in-demand jobs by the end of summer semester 2029 (based on the “Hot Jobs” list). Community demand will be established, a business publication company to survey company needs will be hired, departmental capacities to add new programs will be identified, and a communication plan for students and employers will be created.

Kristine Anderson Chief Human Resources Officer

Access Focus Area

Focus Area Goal: Ensure the College’s service area is reflected in enrollment and programs with strong post-grad outcomes.

Objective 3 is to increase enrollment from selected zip codes in the Muskegon area that are less proportionally represented at MCC. Visibility and awareness at MCC Extension Centers will be raised, relevant course offerings will be expanded and promoted, high school and early college partnerships will be strengthened, and targeted marketing to the area.

Completion Focus Area

Focus Area Goal: Strengthen graduation rates so students earn a degree or credential that has post-college value.

Objective 2 is to increase the percentage of students who earn a C or better in 100% of their attempted credits. Academic support will be increased, resources will be increased along with communication, early referral timelines will be established along with the best practices for drop/withdraw/add process.

Beth Dick Chief Financial Officer

Transfer Focus Area

Focus Area Goal: Help community college students transfer and earn bachelor's degrees.

Objective 3 is to increase the number of students awarded a reverse transfer degree or certificate. The plan is to automate the reverse transfer process and implement marketing initiatives and outreach to students, staff and faculty.

Leadership and Capacities Focus Area

Focus Area Goal: Strengthen institutional capacity and empower college leaders to drive policies, practices and innovations that result in strong student outcomes.

Objective 4 is to reinforce and strengthen MCC's presence in the community by implementing community engagement and partnership expansion, deepen relationships with K-12 schools, employers, nonprofits, municipalities, and residents and increase storytelling that highlights MCC's contributions to the county's economic and social vitality. A detailed action plan for this objective will be reviewed.

#### 4. Strategic Plan Dashboards – Dr. Steve Wilson Chief Information Officer

##### a. Overall Dashboard Demo

Dr. Wilson did a demo of the new Ellucian Insights Dashboards primarily in the Workforce and Completion Focus Areas. The other four Focus Areas were displayed on the dashboard. He walked through how to assess the dashboards and how they can work to make better data informed decisions. The dashboard will provide a single source of truth. Permissions can be tailored to the person accessing the report, which protects the privacy of our data. Insights is connected to all database information in SaaS and external data can be imported into it. Lot of discussions around capabilities. The Board will be able to see the levels soon, but not able to drill down.

The official new strategic plan kickoff will happen in August during Faculty Seminar Days.

b. Workforce and Completion Dashboards Demo – DeepDives

West Michigan Works Hot Jobs list can be imported into Insights. Custom training partners, internships, apprenticeships, job shadows partners are broken down to show how the overall number of employee partners is calculated.

5. The Timeline for Board Updates – President Selmon

August 2026

November 2026

February 2027

May 2027

August 2027

With no further business, the meeting was adjourned at 11:58 p.m. Minutes submitted by Secretary Nancy Frye.

/ph

DRAFT