Muskegon Community College
Local Strategic Value Resolution

The Michigan State School Aid Act (MCL.338.1830) for education omnibus appropriations for fiscal year 2024-2025 has been approved. Section 230(2) of the education omnibus appropriations act contains qualifications for performance funding. Among the components of the appropriations for all Michigan community colleges is performance funding based on "local strategic value" which is defined in terms of the following three categories:

1) Economic Development and Business or Industry Partnerships
2) Educational Partnerships
3) Community Services

To qualify for full funding, the statute lists fifteen separate best practices for community colleges to achieve. Institutions must satisfy four of five best practices in each of the three different categories. The Board of Trustees must pass a resolution certifying compliance. The resolution shall provide specifics as to how the community college meets each best practice measure within each category. The resolution, along with a copy of the draft minutes of the board meeting, must be submitted to the State Budget Office on or before the fifteenth of each October for a college to be eligible for funding.

Muskegon Community College has met or exceeds the best practice standards as demonstrated in the following table:

MCC Adherence to Best Practices Table

Best Practices by Category	Examples of MCC Adherence
Category A: Economic Development and Business or Industry Partnerships	
1) The community college has active partnerships with local employers including hospitals and health care providers.	Muskegon Community College (MCC) has a long history of working with health care providers such as Public Health - Muskegon Public Health, Hackley Community Care, Muskegon Family Care, Corewell Health, and Trinity Health Muskegon. President John Selmon represents MCC on Trinity Health Grand Haven's board of directors. These providers continue to provide clinical spaces for MCC's nursing, medical assistant, and respiratory therapy students. MCC nursing students complete rotations through several community health organizations, such as HealthWest, Life Circles, Harbor Hospice, Mercy VNS Home Care, and many others. In addition, MCC students provide care for residents in several long-term care facilities in Muskegon and Grand Haven. The MCC Respiratory Therapy Program utilizes several West Michigan hospitals for students, including Trinity Health and Corewell Health. In addition, the Respiratory Therapy Program provides distance education through a collaboration with Munson Medical Center and Northwestern Michigan College. MCC is the degree-granting partner for this collaboration. MCC received a Strengthening Community College grant award in 2021 with Grand Rapids Community College, and it has

	implemented a surgical technician program through the Michigan Workforce Training and Education Collaborative (formerly Michigan Center for Collaborative Programs). The program is an apprenticeship program, with students working in healthcare and attending college at the same time. MCC is working with Grand Valley State University to implement the state-funded Associate Degree in Nursing to Bachelor of Science in Nursing program, which will enable students to continue their post-associate degree nursing education in Muskegon. MCC's Workforce Development Team (WFD) has strong relationships with area employers and companies, beyond the healthcare sector, to develop programs to meet their training and education needs and to provide resources and potential careers to our students. Collaboration is strong as we work with companies on talent pipelines and educational events.
2) The community college provides customized on-site training for area companies, employees, or both.	MCC's Workforce Development (WFD) staff worked with over 60 companies to coordinate internships, apprenticeships, workforce development support, and custom training. MCC held 148 meetings with 69 companies, most often related to custom training over the last year. Companies that participated in custom training included: ACEMCO, Boyd, CWC Textron, Dynamic Conveyor, EXIT, GE Aviation, GlobalTec, Hilite International, Howmet, IGNITE-Goodwill, Johnston Boilers, Ketchum, Local 275, Metal Technologies, Michigan Spring and Stamping, MTI, Nestle/Gerber, Northern Machine, Quality Tool and Stamping, Renk, Scherdel, Seabrook Plastic, and West Michigan Molding.
3) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.	MCC supports small businesses and entrepreneurs and is actively involved in helping students launch new businesses and provides training for future small business owners. In terms of supporting these businesses, we continue to serve as a member of the Muskegon Business Resource Team, through Greater Muskegon Economic Development, which also includes SCORE (Service Corp of Retired Executives) and SBDC (Small Business Development Center) Muskegon, and counsel small businesses when appropriate. MCC supports Grand Valley State University's Muskegon Innovation Hub, another area small business resource, by providing a staff member to serve on their Advisory Committee and occasionally having MCC staff present at the Hub's technical assistance events. Also in recent years MCC has provided an in-kind sponsorship of fabricating their award trophies for the Innovators of the Year program. This collaborative relationship allows for local entrepreneurs to develop new business concepts. Our WFD department provides customized training opportunities for small and large businesses.

	MCC helps to create new businesses in several different ways. MCC created and operates the Rooks/Sarnicola Entrepreneurship Institute, a focal point for the College's entrepreneurship program. MCC offers classes leading to an Entrepreneurship Certificate and Associate degrees combining field of study with entrepreneurial training. The Rooks/Sarnicola Entrepreneurship Institute offers an annual $10,000 pitch competition to support a number of student startup businesses, resulting in the successful launch of two small businesses in the past. MCC also supports the Muskegon Black Wall Street Pitch Competition held each November at MCC by providing the venue for this event. The Lakeshore Fab Lab is physically and functionally connected to the Rooks/Sarnicola Entrepreneurship Institute and supports entrepreneurs. It is equipped with state-of-the-art 3D printers, CAD software, laser etchers/cutters, CNC router, a large format printer and more. It is open to the community, enabling entrepreneurs and inventors to bring their new product ideas into physical reality. The Fab Lab is adjacent to the college's Sturrus Technology Center, located in the heart of the City of Muskegon. It is convenient for city residents and contributes to Muskegon's downtown economic development. MCC trains future small business owners through the Community E Program (entrepreneurial training) which has involved up to 20 disadvantaged/at risk high school students. This 10-week program requires participants to produce a startup concept and was last offered in June 2023 at the Fab Lab for Muskegon Community Education Center, an alternative high school within the Muskegon Public School system. The College also collaborates with several community youth organizations to promote STEM (Science, Technology, Engineering, and Math) and entrepreneurship, including: Boys & Girls Club, MSU (Michigan State University) Extension 4H Tech Wizards, Girl Scouts, Pathfinders, and others. In 2024 MCC hired a STEM Lab Instructor to work in the Lakeshore Fab Lab to improve this outreach to youth organizations and provide programming to K12 school districts through field trips and home school students.
4) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.	MCC operates the Sturrus Technology Center (STC) which houses the college's Applied Technology department and the Lakeshore Fab Lab. This Technology Center has many industry-focused labs including welding, machining, CAD, automation, electronics, materials testing and foundry. The Center supports many industry partnerships, and both credit, and non-credit, education. Companies are engaged at the STC by sending employees for training and education, participating in advanced manufacturing student recruitment events, and serving on advisory councils.

	MCC partners with the Community Foundation for Muskegon County on a facility called FARM (Food, Agriculture, Research, Manufacturing), which opened in May 2021. This incubator/accelerator allows companies or entrepreneurs to pilot food processing techniques. FARM currently has two such tenants. Each year approximately eighty MCC students complete internships within skilled trades, business, graphic design, computer information systems, and law enforcement majors. MCC has over 130 students who are engaged in apprenticeships in skilled trades such as tool and die makers, electrical, welding, and machining. The Lakeshore Fab Lab educates area inventors of all ages on advanced machine usage, idea design, and prototype creation. It is an alternate resource for local companies needing rapid and/or complex 3D prototype capabilities or additional capacity.
5) The community college has active partnerships with local or regional workforce and economic development agencies.	MCC continues to work with local workforce partners and economic development agencies including West Michigan Works! and Michigan Works! West Central, and the Chambers of Commerce, as well as the economic development agencies in the communities we serve. MCC's president, Dr. John Selmon, serves on the Greater Muskegon Economic Development board and the Talent First Board of Directors. Dan Rinsema-Sybenga serves as a board member on the West Michigan Works! Workforce Development Board and the Talent First Workforce Development committee. MCC's Chief Financial Officer sits on the board for the West Michigan Shoreline Regional Development Commission, the local, five county regional planning and development agency. MCC continues to partner with approximately 15 other local and regional economic developers and training providers on a regional Muskegon Business Resource Team. This group does retention visits to local firms and provides business resources for firms. MCC and the Michigan Manufacturing Technology Center (The Right Place) collaborate with company consultants and the development of training plans for local employers, many funded by the Going Pro Talent Fund. MCC also plays an active role in Discover Manufacturing, a sector-based strategy of West Michigan Works! MCC is also part of the West Michigan Energy Partnership sector organization made up of utilities and workforce development agencies and the Agribusiness Talent Council. MCC received a grant in 2023 from the Howmet Aerospace foundation to enable the purchase of four additional robots for our automation lab.

Best Practices by Category	Examples of MCC Adherence
Category B: Educational Partnerships	
1) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, concurrent enrollment, direct credit, middle college, or academy programs.	MCC has early college programs with the Muskegon Area Intermediate School District (MAISD), the Ottawa Intermediate School District (OAISD) and the Newaygo Regional Education Service Agency (NCRESA), all of which are more than five years old and involve most high schools in the three-county area. For the 2023-24 academic year, 287 students were served in these Early College programs. MCC, in 2018, began partnering with the Muskegon Career Tech Center (CTC) to offer a CTC-Early College program. In 2021 that program started in Newaygo County. That has resulted in more direct credit, early college, and Applied Science Degrees opportunities for area students. Dr. Selmon sits on the Muskegon area Superintendent's Association and meets regularly with all of the local school districts to discuss how to best partner in relation to college access. MCC has dual enrollment with many high schools in Muskegon, Ottawa, Oceana and Newaygo Counties and we offer both direct credit and articulated classes in partnership with the Muskegon, Newaygo, and Ottawa Careerline Tech Centers. During the 2023-24 academic year 576 students enrolled as dual enrolled students and 638 students participated in our direct credit offerings. Technology training conferences and other special events are held in cooperation with the MAISD and individual school districts.
2) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.	MCC hosts many enrichment activities each year for thousands of students from kindergarten through twelfth grade. In 2023-2024, Lakeshore Fab Lab STEM activities included tours and events for K-12 students (400 participants), activities for community members (100), and 15 Fab Lab special interest classes for community members. MCC has the Carr-Fles Planetarium, Bartley Science Museum (a hands-on children's science museum), and the Kasey Hartz Natural Area nature trail. Area schools frequently bring their students to experience all three in one field trip to the college. In the 2023-24 school year over 2200 students from local schools and home schools visited MCC to experience these spaces. Over 200 children visited as part of local groups such as the Boys and Girls Club, Pathfinders, Club 188, home schooled students, and other afterschool programs. For the last three years MCC has partnered with other downtown Muskegon cultural institutions to put on Steam Along the Lakeshore which hosts approximately 750 elementary school students each May, to complete STEM activities at the partner locations.

	In addition, over 750 middle school students participated in Middle School Manufacturing Days in May 2024 where students toured the STC and met with representatives of local manufacturing companies. Numerous MCC employees serve on boards of local school districts and charter schools.
3) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.	MCC has an Upward Bound program with Muskegon and Muskegon Heights Schools to help prepare students for college over several years. A partnership with Muskegon Covenant Academy, an alternative school for 15 to 22 year-old students, is in place to provide mentorship for students transitioning to college, and MCC's compliance officer serves on their board. Throughout 2023 and 2024 the college helped students transition to college through College Kick Off, a program funded through a state Academic Catch-Up grant. So far 111 students, with 101 completing, have received instruction in math and English to help them prepare for college-level work, orientation to college and the skills they will need to succeed, career exploration, and connections to many college resources. To help students make a smooth transition to college we held high school advisors and high school counselors' appreciation and informational meetings for counselors and adult education staff. Twice each year this provides an opportunity for rich discussion, exchanges of information regarding transitioning from high school to college, and relationship building. MCC partners with area high schools for College Visit Days and almost every high school in the area (over 15) participates in a tour and presentations to help expose students to opportunities at MCC. This is followed up with Senior Visit Days in the winter/spring when high school seniors come to campus again to complete admissions processes, including financial aid information, receiving advising, and registering for their first semester of college classes before they graduate from high school. Muskegon and Newaygo are Promise Zones and MCC held annual Muskegon Promise 101 and Newaygo Promise 101 meetings for parents and high school students. Throughout the year MCC held several virtual Express Registration Days to help incoming students with academic advising, financial aid, and registration. *Ready, Set, Enroll* was an event for the same purpose and students were also able to get their textbooks and photo identification.

	MCC participates in several college, job, and career fairs, and has representatives serving on several College Access Network boards and leadership teams. Every year the college hosts a College Night geared toward high school students with over 50 colleges, universities, and military representatives in attendance. Students are able to explore a variety of options for life after high school.
4) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, a high school equivalency test preparation program and testing, or recruiting, advising, or orientation activities specific to adults.	Michigan's innovative program for adult community college students, Reconnect, gives MCC the opportunity to reach out to adult students and help them transition to, or back to, college. MCC obtained a grant from the Michigan College Access Network (MCAN) to employ two completion coaches to support adult students, which recently ended. The college recently obtained Sixty by 30 grants, including Quick Start and the Innovation Investment Awards to employ navigators for adult learners. MCC cooperates with area Adult Education providers through Fruitport, Orchard View, White Lake Adult Education, and Linked Muskegon to inform their participants about how to continue their education at MCC. Additionally, adult students are a specific target group identified in our current Enrollment Management Plan. The Kick Off program provides an opportunity for new adult students to help with a successful college transition. MCC has an enrollment representative assigned to adult students and has set up an admissions process more in tune with adults. Specialized recruitment occurs at the adult education centers and in conjunction with workforce development staff at area employers. To further assist with the transition to college, MCC offers a comprehensive orientation program and provides one-on-one help to students. There is an Academic Support Center, including a Tutoring Center on campus with staff who assist students with reading, writing, and math skills, as well as class-specific support. We have professional advisors/counselors for all MCC students. Services are offered virtually and in-person. MCC provides individualized transition assistance for veterans and their families through our Veteran's Office. Veterans may also receive credits from the Defense Activity for Non-Traditional Education Support (DANTES) examination and the Joint Service Transcripts (JST). MCC is a Gold Level Veteran-Friendly school. MCC revised its prior learning assessment process (Life Experience Assessment Program) and College Level Examination Program (CLEP) to provide more ways for adult students to gain college credit for knowledge, skills, and competencies learned elsewhere. The MCC Testing Center administers the College Board CLEP Tests. MCC hosts community job fairs which connect employers with students and community members. We collaborate in many ways

	to get prospective students trained for good paying jobs in this community.
5) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.	MCC has many strong partnerships with four-year colleges and universities in our region. MCC has reverse transfer agreements with Ferris State University, Grand Valley State University and Western Michigan University. MCC is active in the Michigan statewide transfer pathway initiative to develop and promote seamless transfer from community colleges to four-year colleges and universities in 10 pathways, or majors. MCC participated on the statewide Transfer Steering Committee, a group coordinated by the Michigan Community College Association and the Center for Student Success. MCC has transfer guides listed on our website with many four-year colleges including Central Michigan University, Western Michigan University, Grand Valley State University, Davenport University, Northwood University, Michigan State University and Ferris State University, among others. MCC has current articulation agreements with Grand Valley State University, University of Flint and Baker College. MCC also hosts many four-year institutions' admissions representatives on our main campus. MCC maintains a partnership with the Institute of Agriculture Technology at MSU to offer MSU certificates and MCC degrees for students in this field. The College has concurrent enrollment agreements with GVSU (Grand Valley State University) and MSU for Nursing students to work toward an Associate in Applied Science in Nursing and a Bachelor of Science in Nursing at the same time. MCC also has a consortium agreement with GVSU which allows students in their Bachelor of Science in Allied Health to earn a Respiratory Care Emphasis by concurrently enrolling in MCC's Respiratory Therapy program. Formal consortium agreements allow students to receive financial aid based on enrollment at both schools. MCC's President participates in Education to Employment (E2P) partnership steering committee, a group of five higher education institutions and six key employers about how to attract talent to West Michigan.

Best Practices by Category	Examples of MCC Adherence
Category C: Community Services	
1) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.	A variety of continuing education opportunities are offered at the college such as non-credit courses, workshops, speakers' series, and special events to meet the lifelong learning needs of the community. Programming emphasizes professional development, personal enrichment, and community outreach. Our programs range from the Inclusive Leadership Academy to Project Intercept – Values Clarification and Domestic Violence, offered in partnership with the Muskegon County District Court, to pottery, basic computer skills and hip-hop dancing. MCC holds presentations on historical and current events through the Center for Experiential Learning and the MCC lecture series. Adults in the community can obtain access to the Health and Wellness Center fitness equipment. MCC has an Office of Diversity, Equity, and Inclusion. This office offers implicit bias and diversity training internally and for area organizations and the public.
2) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.	Muskegon Community College offers many opportunities. In cultural offerings, the college has several art, theater, and musical productions each year which are open to the community. Community members also have many opportunities to participate in musical groups and theater productions. MCC's Overbrook Art Gallery is free and open to the public. MCC is also a partner organization in the Muskegon Arts and Culture Coalition, our community's vibrant arts and culture organization, that collectively elevate our quality of life, strengthen our economy, unite our community, and make Muskegon an outstanding lakeshore destination for visitors. The college has 18 athletic teams and all sporting events at the college are open and free to community members. The college-owned University Park Golf Course is open to the public. MCC's Senior Citizen Tuition Waiver allows Muskegon County residents who are age 60 or older to take college classes at a discounted price. MCC also organizes many community events that promote enrichment, including the Martin Luther King Unity Breakfast and the Veterans Day program.

3) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.	The college's facilities are a point of pride for the community and the public is welcome to the Hendrik Meijer Library, Carr-Fles Planetarium, John Bartley Science Museum, Overbook Art Gallery, and Kasey Hartz Nature Trail. These areas are free of charge to the public. The Overbrook Theater is home to the college's theatrical productions and other events, some free and some ticketed. Computers are available in the library for public use.
4) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.	The College offers a campus recreation program that is open to all. Sporting events are open to the public and free of charge. The College has a golf course that is open to the community. Continuing Education provides and promotes physical activity, health and wellness through classes, and workout facilities at the Health and Wellness Center. On the college campus there is the Kasey Hartz Natural Area with a guided, and nonguided, nature trail available to the public. In addition, each year in March the College sponsors a Global Awareness Festival that includes special presentations and other events that are open to the public.
5) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.	Many MCC staff and faculty serve on the boards of non-profit organizations, such as United Way of the Lakeshore, Muskegon Opportunity, Muskegon Promise Zone, Trinity Health, Goodwill, Oceana County College Access Network, and many more. MCC's gym is a polling location for local, state, and national elections. MCC employees are active participants in the United Way's National Day of Caring. MCC student clubs and employees are active in the community through guest lectures and community service events. The college works with community veterans' organizations to organize and host an annual Veterans Day ceremony which serves as a "Salute to Veterans." Faculty members are involved in the community by giving free lectures at local libraries and area festivals and events. The annual college lecture series is open to the public and takes place on a regular basis. The Overbrook Theater holds 5-6 theater productions annually that are open to community members. The John Bartley Science Museum and the Carr-Fles planetarium are open to community members and are popular with local school groups.