

MCC 2022-2026 Strategic Plan Progress Report: Spring 2024

as of 03/31/24

Priority	Goal #	Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes: Spring 2024
Access	1	Raise awareness of MCC	1.01.01	Increase the number of prospective students who complete an admissions application by 1% annually (23-24 goal 5627; 22-23 goal 6484, actual 5572)	5,627	3,264	(2,363)	We expect that marketing and admission efforts could allow us to meet this goal before end of fiscal year on June 30. The aim is to increase awareness of scholarships, vast areas of study, and opportunities to attend college tuition-free via Michigan Reconnect, Early College, and other programs.
Access	2	Meet enrollment goals while expanding opportunities for underrepresented populations	1.02.01	Increase the number of underrepresented students provided with a donor-funded gas card to support transportation needs (23-24 target 165; 22-23 target 145, actual 145)	165	350	185	Thanks to donor support, we have already exceeded this annual target. So far this academic year, the Jayhawk Hub provided gas cards to 350 underrepresented students to support their academic goals. 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. Learn more at www.muskegoncc.edu/student-success/jayhawk-hub .
Access	2	Meet enrollment goals while expanding opportunities for underrepresented populations	1.02.02	Meet each semester's new student enrollment goal (W24 goal 378 actual 450; F23 goal 972 actual 1,057; S24 goal 178 actual TBD (FY2022-23 goal 1,571, actual 1,488))	178	143	(35)	We are on track to achieve this objective before the summer semester begins on May 13. New student enrollment goals for the fall and winter semesters were exceeded! Visit www.mccyoucan.org 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!
Access	3	Expand community engagement	1.03.01	INSTITUTIONAL KPI: Meet each year's FMCC Student Access Funds fundraising goal (2023-24 goal \$110,000, actual TBD; 2022-23 g:\$100,000, a:\$122,996)	\$110,000	\$90,694	(\$19,306)	Thanks to donor support, we are on track to meet this year's goal and we exceeded the 2022-23 goal by nearly 23%. Student Access Funds include scholarship funds and contributions to the Jayhawk Hub, all of which provide direct financial assistance to students. Make your secure online donation today at www.muskegoncc.edu/donate .
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.01	Engage employees in 4 college-wide conversations about diversity, equity, inclusion, and/or belonging by 6/30/24	4	3	(1)	We are on track to achieve this objective by the due date. Each month, Ken James, Chief Diversity Officer, engages employees in conversation about DEI topics during Campus Wide Meetings, which is attended by faculty and staff each Friday morning. Visit www.muskegoncc.edu/diversity-equity-inclusion to learn about consulting services for businesses and community members.
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.02	Offer 13 opportunities for employees to participate in DEIB training and activities by 12/31/24	13	16	3	Achieved! This target was exceeded 3 months ahead of schedule. The most recent activities include our annual Unity Day breakfast, Global Awareness Festival, DEIB trainings, documentaries, lectures and more. Learn more at www.muskegoncc.edu/diversity-equity-inclusion/ .
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.03	Meet each year's community member participation in DEI academies, trainings, and events (FY23-24 goal 1600; FY22-23 goal 1623, actual 1549)	1,600	1,698	98	Achieved! The 2023-24 goal has already been exceeded! So far this FY, MCC's Office of DEI provided training for 14 organizations including Metal Technologies, Muskegon Chamber, public school districts, and other colleges. Last fiscal year, 1,549 community members participated in MCC's DEI events, training programs, and professional development academies. Visit www.muskegoncc.edu/diversity-equity-inclusion to register or learn more.
Equity	5	Increase student and employee diversity	2.05.01	Meet each semester's underrepresented* students enrollment goal	TBD	TBD	TBD	We are currently identifying baseline and target metrics for this objective; please look for updates next quarter. Collaborations with the Community Resource Center at Muskegon Rescue Mission, the Boys & Girls Club, and other organizations are building relationships with underrepresented populations. Additionally, the upcoming "See Yourself Here" campaign will help more prospective students envision a path to success.
Equity	6	Enhance each student's experience	2.06.01	Close achievement gaps for underrepresented* students: Increase fall-to-fall retention to 55% (up from Black 27.7%, Hispanic 42.1%, Pell 45.2%, IG 40.8%)	55.00%	42.68%	-12.32%	National student success organizations identified fall-to-fall retention as a top indicator for overall academic success. MCC's Achieving the Dream Team provides ongoing monitoring reports to faculty, who develop strategies to improve classroom success and retention. In addition, free tutoring and other support services help improve academic success. Learn more at www.muskegoncc.edu/student-success .
Equity	6	Enhance each student's experience	2.06.02	INSTITUTIONAL KPI: Close achievement gaps for underrepresented* students: Increase pass rate to 73% (up from Black 33.6%, Hispanic 57.8%, Pell 60.3%, IG 59.6%)	73%	60.45%	-12.55%	With all groups increasing pass-rates, we are on track to meet this goal by the close of the strategic plan. The 2022-23 pass-rates (Black 43.6%, Hispanic 66.4%, Pell 64.4%, IG 67.5%) represent an average increase of 7.62%. MCC's Achieving the Dream Team is 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.

*For the purposes of this strategic plan, "underrepresented" includes first-generation, financially-challenged, and Black, Hispanic/Latino students. See definitions at www.muskegoncc.edu/strategicinitiatives.

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Equity	6	Enhance each student's experience	2.06.03	Close achievement gaps for underrepresented* students: Increase gateway course completion to 28% (up from Black 9%, Hispanic 20.3%, Pell 28.7%, IG 26%)	46%	21.50%	-24.50%	Gateway courses, which includes first year English and math, provide a foundation for degree attainment and academic success. Students in these courses are benefit from a co-requisite class that provides the support needed for successful completion. Completion Coaches provide direct support to improve academic success.
Excellence	7	Improve outcomes for all students	3.07.01	Increase fall-to-fall retention rates from 49.2% to 55%	55.00%	51.10%	-3.90%	MCC's Achieving the Dream Team is focused on improving retention, which is a leading indicator for academic success. Learn more about this team at www.muskegoncc.edu/aspiring/#atdteam .
Excellence	7	Improve outcomes for all students	3.07.02	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%	69.96%	-3.04%	With pass-rates increased by 2.36% last year, we are on track to achieve this goal. MCC's Achieving the Dream Team is working 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-success .
Excellence	7	Improve outcomes for all students	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%	33.80%	-12.20%	Successful completion of 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. Visit www.muskegoncc.edu/course-placement to learn more about this process.
Excellence	7	Improve outcomes for all students	3.07.04	Increase the percentage of students who return to MCC after a 1-year or more absence by 1% annually	TBD	TBD	TBD	We are currently identifying baseline and target metrics for this objective; please look for updates next quarter.
Excellence	8	Improve institutional effectiveness	3.08.01	Complete 1 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	Achieved! 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. For more information, contact Beth Dick, CFO.
Excellence	9	Provide exceptional environments for effective teaching and learning	3.09.01	Increase the number of faculty members who earn the ACUE certificate in Effective College Instruction to 50 by 6/30/25 (currently at 38)	50	38	(12)	We are on track to meet this objective by the due date. So far, 38 faculty members earned the credential and 4 others are in process. The coursework covers evidence-based teaching practices shown to improve student engagement, increase persistence, and close equity gaps. ACUE Certification is the only nationally recognized collegiate teaching credential endorsed by the American Council on Education.
Excellence	9	Provide exceptional environments for effective teaching and learning	3.09.02	Improve student accessibility to instruction by offering faculty 6 training opportunities focused on adaptive instruction content by 6/30/24	6	7	1	Achieved! These trainings provided by MCC's Center for Teaching and Learning help faculty adapt their instruction so that it's accessible for those with hearing, vision, cognitive, and mobile conditions. 10 faculty members completed training at seven sessions last fiscal year. For more information, contact Barbara Landes, Instructional Support Technician & Instructor.
Excellence	10	Increase transfer and career success of graduates	3.10.01	Offer 10 or more events each academic year to assist students with the transfer process and/or exploring career pathways	10	15	5	Achieved! This year's goal was exceeded by the end of the third quarter (3/31/24) with 15 events offered so far. Last year's target was exceeded with 12 events to support students as they explore transfer and career opportunities. Upcoming event opportunities include Transfer Fairs, Transfer Tuesdays, and field trips to partner 4-year institutions.

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