

Priority	Goal #	Goal	Obj #	Measurable Objective	Target Metric	Current Metric	Variance	Quarterly Report Progress Notes: Winter 2025
Access	1	Raise awareness of MCC	1.01.01	<b>Increase the number of prospective students who complete an admissions application by 1% annually</b> (2024-25 goal 6471, 2023-24 goal 5627, actual 6406; 22-23 goal 6484, actual 5572)	6,471	3,309	(3,162)	We are on track to achieve this objective by the end of the academic year, June 30, 2025. We are raising awareness of MCC's vast areas of study and opportunities to attend college tuition-free via Michigan Reconnect, Early College, Michigan Achievement Scholarships, the Community College Guarantee, and MCC's 70+ scholarships. The 2023-24 goal was exceeded by 13.8%.
Access	2	Meet enrollment goals while expanding opportunities for underrepresented populations	1.02.01	<b>Increase the number of underrepresented students provided with a donor-funded gas card to support transportation needs</b> (24-25 target 300; 23-24 target 165, actual 379; 22-23 target 145, actual 145)	300	273	(27)	Thanks to donor support, we expect to exceed this year's goal! The Jayhawk Hub provided gas cards to 273 underrepresented students to support their academic goals so far this academic year. 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.)
Access	2	Meet enrollment goals while expanding opportunities for underrepresented populations	1.02.02	<b>Meet each semester's new student enrollment goal</b> (F24 1068-actual 858; W25 466; S25 180; FY2023-24 goal 1528, actual 1684; FY2022-23 goal 1,571, actual 1,488)	466	640	174	We exceeded the winter goal by over 37% and expect to meet the overall 2024-25 new student enrollment goal of 1,714 by 6/30/25. The 2023-24 goal was exceeded by 10.21%. Visit <a href="http://www.muskegoncc.edu">www.muskegoncc.edu</a> 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	<b>INSTITUTIONAL KPI: Meet each year's FMCC Student Access Funds fundraising goal</b> (2024-25 goal \$150,000; 2023-24 goal \$110,000, actual 117666; 2022-23 goal \$100,000, actual \$122,996)	\$150,000	\$77,513	(\$72,487)	Thanks to donors support, we are on track to meet this year's fundraising goal. Student Access Funds includes all scholarship funds other donations that provide direct financial assistance to students. We appreciate donors understanding that students need help with more than just tuition and are helping provide gas cards and other basic needs at the Jayhawk Hub. Recent additions include the Vincent J. Spataro Endowed Scholarship and a new scholarship for study abroad students.
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.01	<b>Engage employees in 4 college-wide conversations about diversity, equity, inclusion, and/or belonging by 6/30/24</b>	4	4	0	<b>Completed!</b> Ken James, Chief Diversity Officer, engaged employees in conversation about DEI topics during Campus Wide Meetings, which is attended by faculty and staff each Friday morning. Visit <a href="http://www.muskegoncc.edu/diversity-equity-inclusion">www.muskegoncc.edu/diversity-equity-inclusion</a> to learn about campus initiatives and opportunities for businesses and community members.
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.02	<b>Offer 13 opportunities for employees to participate in DEIB training and activities by 12/31/24</b>	13	18	5	<b>Completed!</b> 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 <a href="http://www.muskegoncc.edu/departments/diversity-equity-inclusion/">www.muskegoncc.edu/departments/diversity-equity-inclusion/</a> .
Equity	4	Create an inclusive culture of understanding and respect towards diversity	2.04.03	<b>Meet each year's community member participation in DEI academies, trainings, and events</b> (FY24-25 goal 1600; FY23-24 goal 1600, actual 1898; FY22-23 goal 1623, actual 1549)	1,600	395	(1,205)	We are on track to meet this fiscal year goal. In addition to community events, MCC's Office of DEI provided training and consulting services for 10 organizations including City of Muskegon Police Department, Muskegon in Focus, and Mid Michigan Community Action. The 2023-24 goal was exceeded by 18%. Visit <a href="http://www.muskegoncc.edu/departments/diversity-equity-inclusion/">www.muskegoncc.edu/departments/diversity-equity-inclusion/</a> to learn more.)
Equity	5	Increase student and employee diversity	2.05.01	<b>Maintain annual enrollment of underrepresented* students at 52% of total enrollment during the 2025-26 academic year</b>	52%	TBD	TBD	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	<b>Close achievement gaps for underrepresented* students: Increase fall-to-fall retention to 55%</b> (baseline: Black 27.7%, Hispanic 42.1%, Pell 45.2%, IG 40.8%)	55.00%	45.40%	-9.60%	This achievement gap was reduced by 6.45 percentage points and we expect to meet the objective by the close of the strategic plan 6/30/26. National student success organizations identified fall-to-fall retention as a top indicator for overall academic success. Our Achieving the Dream Team works with faculty and Student Success staff to improve classroom success and retention.
Equity	6	Enhance each student's experience	2.06.02	<b>INSTITUTIONAL KPI: Close achievement gaps for underrepresented* students: Increase pass rate to 73%</b> (baseline: Black 33.6%, Hispanic 57.8%, Pell 60.3%, IG 59.6%)	73.00%	53.28%	-19.72%	MCC's Achieving the Dream Team is working with faculty and Student Success staff to meet this objective by the close of the strategic plan. Efforts are 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.
Equity	6	Enhance each student's experience	2.06.03	<b>Close achievement gaps for underrepresented* students: Increase gateway course completion to 28%</b> (up from Black 9%, Hispanic 20.3%, Pell 28.7%, IG 26%)	46.00%	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 benefit from a co-requisite class that provides the support needed for successful completion. Completion Coaches provide direct support to improve academic success.
Equity	6	Enhance each student's experience	2.06.04	<b>Offer 5 or more enhanced orientation sessions by 10/31/25</b>	5	0	(5)	We are on track to meet this objective by the due date. To improve the student experience and overall academic success, we simplified orientation by creating an interactive video and offering variety of follow-up in-person and online workshops that are personalized to meet each student's needs. Students who attend orientation have a 13% higher retention rate and are 30% more likely to use academic support services (according to The Community College Research Center)

\*For the purposes of this strategic plan, "underrepresented" includes first-generation, financially-challenged, and Black, Hispanic/Latino students. All definitions on Office of Strategic Initiatives webpage.

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Equity	6	Enhance each student's experience	2.06.05	Implement <u>1</u> plan to improve financial aid awareness and access	1	0.2	(0.8)	We expect to complete the improvement plan by the due date. So far, the plan includes new text message protocols to keep students informed of vital financial aid tasks. In addition, front line staff completed training to improve service to students. Increasing financial aid awareness among current and prospective students is crucial for reducing financial barriers, improving equity and inclusion, and supporting economic outcomes.)
Equity	6	Enhance each student's experience	2.06.06	Implement <u>1</u> admissions acceptance plan that improves how we welcome students and the onboarding experience by 12/31/24	1	1	0	<b>Completed!</b> The admissions welcome package includes a message from the college president, stickers, and a campus tour ticket. The package aims to enhance the student experience by fostering a sense of belonging, providing clear guidance on next steps, and by providing information about support services that can support their success.
Excellence	7	Improve outcomes for all students	3.07.01	Increase fall-to-fall retention rates from 49.2% to 55%	55.00%	50.54%	-4.46%	We expect to meet this objective before the plan concludes on 6/30/26. This strategic plan launched in 2022 with a 29.2% retention rate, so the current metric reflects a 21.34 percentage point improvement.
Excellence	7	Improve outcomes for all students	3.07.02	<b>INSTITUTIONAL KPI:</b> 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%	64.82%	-8.18%	We are on track to achieve this objective. MCC's Achieving the Dream Team works 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 <a href="http://www.muskegoncc.edu/student-resources/student-success/">www.muskegoncc.edu/student-resources/student-success/</a> .
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%	28.60%	-17.40%	Successful completion of these gateway classes improved by 14.5% last year. 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.
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	9.0%	6.6%	-2.40%	Our four success coaches are rebuilding relationships with former students who have not yet completed their academic goals and helping them return to MCC. These efforts will create a clearer pathway to success for those whose dreams were put on hold. We aim to increase lapsed student enrollment to 9% by June 30, 2026.
Excellence	8	Improve institutional effectiveness	3.08.01	Complete <u>1</u> 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	<b>Completed!</b> 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.
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 <u>50</u> (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 Full Credential with one more pending early 2025 and 7 others 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 <u>6</u> training opportunities focused on adaptive instruction content by 6/30/24	6	7	1	<b>Completed!</b> These trainings provided by MCC's Center for Teaching and Learning help faculty adapt their instruction to make it more 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	9	Provide exceptional environments for effective teaching and learning	3.09.03	Engage students, employees, alumni, and community stakeholders in process to develop <u>1</u> Facilities Plan by 10/30/24	1	1	0	<b>Completed!</b> The new MCC Facilities Plan outlines condition assessment of all facilities, results of a ADA/accessibility study, and identifies updates needed to meet student and community needs while improving access, equity, and excellence. TowerPinkster and the Facilities Planning Steering Committee gathered input from students, employees, and other stakeholders. See the plan at <a href="http://www.muskegoncc.edu/mcc-facilities-plan/">www.muskegoncc.edu/mcc-facilities-plan/</a> .
Excellence	10	Increase transfer and career success of graduates	3.10.01	Offer <u>10</u> or more events each academic year to assist students with the transfer process and/or exploring career pathways	10	6	(4)	We are on track to meet this 2024-25 target. Last semester we offered 6 events to support students as they explore transfer and career opportunities. This goal was exceeded in 2023-24 and 2022-23. Learn more at <a href="http://www.muskegoncc.edu/student-resources/student-success/transfer-services/">www.muskegoncc.edu/student-resources/student-success/transfer-services/</a> .

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