



Muskegon Community College

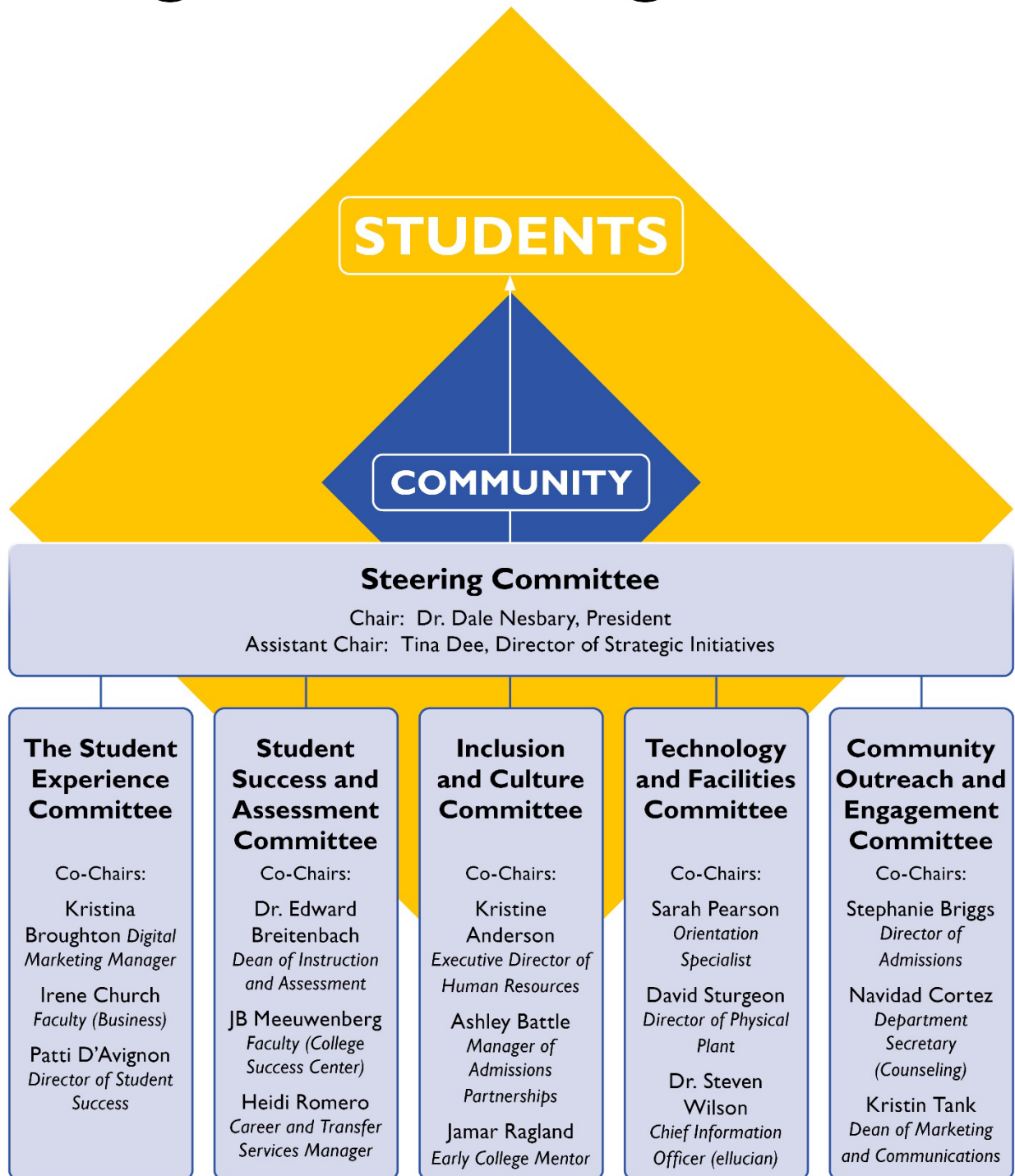
Aspiring To Be The Best.

Integrated Planning Charter

www.muskegoncc.edu/aspiring

strategic.planning@muskegoncc.edu ♦ (231) 777-0660

Integrated Planning Structure



We Are Aspiring to Be the Best.

Muskegon Community College (MCC)
Integrated Planning Charter
Timeline and Guiding Statements

Timeline

- ◆ 2pm July 19, 2021: Strategic Planning Process Launch Meeting for all committee members
- ◆ July – October 2021: Strategic planning committees meet to identify proposed goals
- ◆ July – October 2021: Steering Committee gathers community input via surveys and events
- ◆ November – December 2021: Cross-functional Goal Teams meet to identify measurable objectives and develop action plans for each goal
- ◆ December 2021: The [Muskegon Community College 2017-2022 Strategic Plan: Successful Students, Successful Communities](#) concludes (six months early)
- ◆ January 2022: The new 54-month plan commences, concluding on June 30, 2026

Guiding Statements

Our Mission Statement:

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

Our Vision:

An educated inclusive community

Our Guiding Values:

Learning, Integrity, Excellence, Collaboration, Kindness

Our 2021 Strategic Planning Theme and Objective:

Aspiring To Be the Best.

MCC, an [Achieving the Dream Leader College](#) since 2015, will engage students, community stakeholders, board/committee members, and employees in a process to develop a strategic plan that builds on our [student success accomplishments](#) and positions Muskegon Community College as one of the best community colleges in the nation. Our aim is to increase enrollment among under-represented groups and meet the 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](#). The criterion for these prestigious awards is based on student success data related to access, equity, retention/completion, graduation rates, and post-graduate success.

The Student Experience Committee

The Student Experience Committee identifies goals to improve the student experience, enhance satisfaction, expand services, and improve MCC's value to students

Meets July through October 2021, meeting schedule determined by co-chairs

Co-Chairs:

Kristina Broughton, Digital Marketing Manager

Irene Church, Faculty, Business Department

Patti D'Avignon, Director of Student Success

Committee responsibilities:

- ◆ Identify 3-4 goals that will most improve the student experience
- ◆ Suggested topics to explore include:
 - Increasing a sense of belonging among students
 - Define the value we offer students, increasing awareness of MCC's value among students
 - The application, enrollment, orientation process and how to support a successful start
 - Expanding/improving student services
 - Evaluating how student policies are perceived and/or impact the student experience
 - Elevating the student voice through planning, implementation, and other areas of MCC operations
- ◆ To ensure committee members are equipped with the information needed to fulfill their role, co-chairs will provide orientation information on topics such as (as applicable):
 - An overview of all student services
 - Recent data from student surveys, focus groups, etc., including information about student preferences related to technology, virtual learning, textbooks, and communications
 - Current mandates related to [FERPA](#), [accreditation requirements](#), student policies, department goals, and other formal and informal obligations
 - Other topics as requested by committee members
- ◆ Collaborate with the Community Outreach and Engagement Committee to identify what additional community resources are needed to meet student needs
- ◆ Address other topics as determined by the process and/or by evolving student and community needs
- ◆ Act as an advocate for MCC and the planning process, inform and engage fellow campus and/or community members
- ◆ Ensure that proposed goals support MCC's mission, vision, and values

Student Success and Assessment Committee

The Student Success and Assessment Committee identifies goals to strengthen student success, reduce achievement gaps, increase institutional effectiveness, and improve program assessment

Meets July through October 2021, meeting schedule determined by co-chairs

Co-Chairs:

Dr. Ed Breitenbach, Dean of Instruction and Assessment

JB Meeuwenberg, Faculty, College Success Center

Heidi Romero, Career and Transfer Services Manager

Committee responsibilities:

- ◆ Identify 3-4 goals that will most improve student success as defined by leading student success organizations including the [Aspen Institute](#) and [Achieving the Dream](#)
- ◆ Suggested topics to explore include:
 - Ensuring that MCC is student-ready for all types of students and how to best support various prior learning experiences and varying educational goals
 - Improving retention and graduation rates
 - Enhancing the transfer process
 - Hiring trends
 - Community needs related to programs, courses, workforce development, and other educational needs
 - Defining and improving post-graduate success
 - Evaluating how student policies impact student success
 - Collaborate with the Inclusion and Culture Committee to identify issues related to achievement gaps and goals to close gaps
- ◆ To ensure committee members are equipped with the information needed to fulfill their role, co-chairs will provide orientation information on topics such as (as applicable):
 - Student and enrollment categories (early college, dual enrolled, transfer-track, occupational, workforce development, etc.)
 - How academic programs and disciplines are assessed
 - Criteria related to the [Achieving the Dream Leah Meyer Austin Award](#), [Achieving the Dream Leader College of Distinction](#), and the [Aspen Prize for Community College Excellence](#)
 - Current mandates related to [accreditation requirements](#), [reporting requirements](#), departmental goals, and other formal and informal obligations
 - Other topics as requested by committee members
- ◆ Address other topics as determined by the process and/or by evolving student and community needs
- ◆ Act as an advocate for MCC and the planning process, inform and engage fellow campus and/or community members
- ◆ Ensure that proposed goals support MCC's mission, vision, and values

Inclusion and Culture Committee

The Inclusion and Culture Committee identifies goals to increase access for the under-served, enhance employee collaboration, and improve institutional diversity, equity, and inclusion

Meets July through October 2021, meeting schedule determined by co-chairs

Co-Chairs:

Kristine Anderson, Executive Director of Human Resources

Ashley Battle, Manager of Admissions Partnerships

Jamar Ragland, Early College Mentor

Committee responsibilities:

- ◆ Identify 3-4 goals that will most improve diversity, equity, and inclusion (DEI) while promoting employee collaboration and effectiveness, workflow efficiency, and operational improvements
- ◆ Suggested topics to explore include:
 - Campus activities for students and employees
 - Expanding cross-functional collaborations while fostering a sense of community among all employees, whether working remotely or on site
 - Enhancing the employee experience
 - Professional development for employees
 - Supporting student and employee well-being
 - Collaborate with the Facilities and Technology Committee to identify needs related to facility and technology access
 - Collaborate with the Student Success and Assessment Committee to identify issues related to achievement gaps and goals to close gaps
 - Outline plans to review the governance/council system and revise if needed
 - Collaborate with the Community Outreach and Engagement Committee to identify:
 - Activities to reach and build relationships with under-served, under-represented, and disenfranchised populations
 - Potential organizational partners for activities that could enhance diversity, equity, and inclusion throughout our communities
 - Identify ways to engage community members in DEI discussions and activities
- ◆ To ensure committee members are equipped with the information needed to fulfill their role, co-chairs will provide orientation information on topics such as (as applicable):
 - MCC's governance council system, organizational structure, budget process, and policies
 - Student policies
 - Current mandates related to [equal opportunity](#), [equal educational opportunities](#), [diversity](#), [equity](#), [inclusion](#), departmental goals, and other formal and informal obligations
 - Other topics as requested by committee members
- ◆ Address other topics identified by the process and/or by evolving student and community needs
- ◆ Act as an advocate for MCC and the planning process, inform and engage fellow campus and/or community members
- ◆ Ensure that proposed goals support MCC's mission, vision, and values

Technology and Facilities Committee

The Technology and Facilities Committee identifies goals to improve access to technology, meet evolving facility and safety needs, and expand technology proficiencies

Meets July through October 2021, meeting schedule determined by co-chairs

Co-Chairs:

Sarah Pearson, Orientation Specialist

David Sturgeon, Director of Physical Plant

Dr. Steven Wilson, Chief Information Officer (ellucian)

Committee responsibilities:

- ◆ Identify 3-4 goals to improve access to technology, enhance facilities, improve campus safety/health, and expand technology proficiencies
- ◆ Suggested topics to explore include:
 - Expanding and improving access to internet and devices as needed to support remote-learning and working
 - Evaluate health and safety protocols for all facilities
 - Expanding paperless/virtual resources and improving digital file storage organization for documents, policies, and procedures
 - Continued improvements in cybersecurity
 - Improving facility and technology access for differently-abled persons
 - Assessment of current facilities and meeting future needs
 - Expanding use of the Health and Wellness Center
 - Collaborate with the Inclusion and Culture Committee to identify needs related to [improving equitable access to technology](#), enhancing ADA compliance, and increasing technology proficiencies
- ◆ To ensure committee members are equipped with the information needed to fulfill their role, co-chairs will provide orientation information on topics such as (as applicable):
 - Summary of MCC facilities, use, and maintenance
 - Campus safety practices
 - Overview of technology services
 - Facility assessment and capital planning
 - Current mandates related to [campus safety](#), [OSHA](#), [ADA](#), [CDC's coronavirus mitigation guidelines for facilities](#), departmental goals, and other formal and informal obligations
 - Other topics as requested by committee members
- ◆ Other areas as determined by the process and by evolving student and community needs
- ◆ Address other topics as determined by the process and/or by evolving student and community needs
- ◆ Act as an advocate for MCC and the planning process, inform and engage fellow campus and/or community members
- ◆ Ensure that proposed goals support MCC's mission, vision, and values

Community Outreach and Engagement Committee

The Community Outreach and Engagement Committee identifies goals to support enrollment, strengthen collaborations with educational partners, expand community resources for students, and engage community members in MCC's mission and activities

Meets July through October 2021, meeting schedule determined by co-chairs

Co-Chairs:

Stephanie Briggs, Director of Admissions

Navidad Cortez, Department Secretary (Counseling)

Kristin Tank, Dean of Marketing and Communications

Committee responsibilities:

- ◆ Identify 3-4 goals that will most improve community engagement and perceptions about MCC
- ◆ Suggested topics to explore include:
 - Strategies for building relationships with under-represented community members
 - Marketing efforts that are effective in increasing enrollment for under-served and disenfranchised populations; especially those who don't use social or traditional media
 - How to best increase community participation in MCC events and resources such as theater, music, planetarium, nature trail, Health and Wellness Center
 - Activities that will best engage the community in MCC's centennial celebration
 - Increasing philanthropic support of scholarships and other programs
 - Strategies to increase overall community awareness of and appreciation for MCC's mission
 - How to best differentiate MCC, promote our unique characteristics, and the institutions key messages
 - Defining and delivering MCC's brand promise
 - Engaging alumni, retirees, and other friends as advocates
 - Collaborate with The Student Experience Committee to identify what additional community resources are needed to meet student needs
 - Collaborate with the Inclusion and Culture Committee to identify:
 - Activities to build relationships with under-represented and disenfranchised populations
 - Potential organizational partners for activities that could enhance diversity, equity, and inclusion throughout our communities
 - Identify ways to engage community members in DEI discussions and activities
- ◆ To ensure committee members are equipped with the information needed to fulfill their role, co-chairs will provide orientation information on topics such as (as applicable):
 - Current enrollment and marketing plans
 - Logo and identity management guidelines
 - Research findings related to community perceptions
 - Overview of constituent relationship management systems (Raiser's Edge, Colleague, etc.)
 - Other topics as requested by committee members
- ◆ Other topics as determined by the process and/or by evolving student and community needs
- ◆ Act as an advocate for MCC and the planning process, inform and engage fellow campus and/or community members
- ◆ Ensure that proposed goals support MCC's mission, vision, and values

Muskegon Community College (MCC)
Integrated Planning Charter
Strategic Planning Committees

Steering Committee

The Steering Committee is a 15+-member team that guides and supports the strategic planning and implementation processes

Ongoing monthly meetings, plus additional meetings as determined

Chair: Dr. Dale K. Nesbary, President (through 6/30/2022)

Chair: Dr. John Selmon, President (7/1/2022 – present)

Assistant Chair: Tina Dee, Director of Strategic Initiatives

Committee responsibilities:

- ◆ Manage planning and implementation activities for the institution, prioritize goal and project suggestions from planning committees, provide direction on implementation and action plans
- ◆ Ensure that integrated planning activities work to build relationships:
 - Engage and inform students, employees, and other stakeholders throughout the process
 - Strengthen employee collaborations
 - Maintain transparency throughout the planning and implementation process
- ◆ Make sure that integrated planning activities align the organization:
 - Create a direct connection of desired outcomes from mission to on-the-ground operations (vertical alignment)
 - Ensure coordination of tactics across boundaries so all employees effectively work together towards the same institutional goals (horizontal alignment)
 - Ensure all employees sees themselves in the plan and are assigned to one or more goals
 - Integrate goal attainment into departmental responsibilities
 - Ensures integration of mandates, departmental goals, and other areas of operations
 - Advocate for integration while cultivating a culture of accountability, data, and inquiry
- ◆ Ensure a sustainable approach to integrated planning that emphasizes preparedness for change:
 - Coordinate SWOT (Strengths, Weaknesses, Opportunities, Threats) and other analysis
 - Conduct semi-annual scenario planning
- ◆ Define and communicate what should be at the heart of the strategy
- ◆ Update and maintain the integrated planning charter to formalize responsibilities for each committee and the overall process
- ◆ Provide oversight of all related planning and guiding documents including Mission, Vision, Values, implementation plans, work plans, etc.
- ◆ Develop Goal Teams assigned to achieve strategic goals in the implementation process, review objectives proposed by Goal Teams to ensure they are measurable, relevant, and achievable
- ◆ Monitor and support all aspects of the plan during the four/five-year implementation cycle and report updates on objectives and annual key performance indicators each quarter
- ◆ As part of the annual budget process, review the goals and measurable objectives, select focus areas for the following year, and determine what resources are needed
- ◆ Complete semi-annual scenario planning and re-prioritize initiatives and funding as needed
- ◆ Act as an advocate for MCC and integrated planning/implementation activities, seeking input from campus and community members to improve practices and outcomes
- ◆ Ensure that goals and objectives support MCC's mission, vision, and values

Muskegon Community College (MCC)
Integrated Planning Charter
Strategic Planning Committees

Steering Committee Members

During the 2021 planning process; current members are listed at www.muskegoncc.edu/aspiring/#steering

- ◆ Dr. Dale Nesbary, President (Chair)
- ◆ Tina Dee, Director of Strategic Initiatives (Assistant Chair)
- ◆ Kristine Anderson, Executive Director of Human Resources
- ◆ Eduardo Bedoya, Director of Institutional Research
- ◆ Sally Birkam, Dean of Student Success and Campus Life
- ◆ Dr. Ed Breitenbach, Dean of Assessment and Instruction
- ◆ Dr. Kelley Conrad, Vice President for Academic Affairs
- ◆ Patti D'Avignon, Director of Student Success (The Student Experience liaison, Aug-Jan)
- ◆ George Maniates, Faculty Association President
- ◆ Marty McDermott, Dean of College Services and Athletic Director
- ◆ Chris Nowak, Educational Support Staff Association representative
- ◆ Duane Rainbolt, Custodial/Maintenance Unit Association representative
- ◆ Dr. John Selmon, Provost and Executive Vice President
- ◆ Kristin Tank, Dean of Marketing and Communications
- ◆ Jeff Williams, Interim Vice President of Finance
- ◆ Dr. Steven Wilson, Chief Information Officer (Ellucian)

Integrated Planning Consultant: [Dr. Nicholas Santilli](#), Senior Director for Learning Strategy,
The Society for College and University Planning (SCUP)

General Guidelines

Muskegon Community College is grateful for the dedication of planning committee members. Your participation in the planning process helps ensure that the Muskegon Community College strategic plan is focused on student and community needs. To help support your efforts and the best results, please consider the following guidelines and tips.

- ◆ All committee members are encouraged to review [MCC's mission, vision, and values](#)
- ◆ Just as all positions at MCC are dedicated to student success, each committee is encouraged to keep student success as a primary focus and desired end result
- ◆ We aim to keep the student voice elevated throughout the planning and implementation process to ensure student needs are met; please share any ideas you have for meeting this aim with the steering committee
- ◆ The Society for College and University Planning (SCUP) provides valuable resources for committee members involved in strategic planning:
 - Get an overview of integrated planning at www.scup.org/planning-type/integrated-planning/
 - A Practical Guide to Strategic Planning in Higher Education is available to committee members at www.muskegoncc.edu/strategicinitiatives/wp-content/uploads/sites/137/2021/04/SCUP_Guide_on_Planning.pdf
- ◆ While developing goals and objectives, outline the resources required for implementation (data, financial/budgeting, philanthropic support, technology, human resources, time, etc.)
- ◆ Committees are encouraged to outline the time horizon and related budgeting cycle for each initiative (due to budgeting cycle deadlines, there is no additional funding for January through June, 2022)
- ◆ One of the overall goals of this process is to fully-integrate all department and divisional plans while providing a clear and strong focus on student success; develop strategy for ensuring integration of all plans
- ◆ Freely contribute your ideas, while considering the ideas of others (even “bad” ideas can help generate good ideas!)
- ◆ The Steering Committee will prioritize all committee suggestions, ideas that are not feasible at this time will be maintained in our “idea sanctuary”
- ◆ Consider how this plan can support student success while generating a synergy that will enhance community pride
- ◆ To support transparency, engagement, and participation flexibility, committee chairs will post agendas, meeting notes, and other materials in a [strategic planning portal](#) that will be accessible to all planning members (contact the [MCC IT Help Desk](#) if assistance is needed)
- ◆ Our goal is to equip you with all the information required to be effective in your role and enjoy the experience; let one of your co-chairs know if you would like additional information

If you have questions or suggestions, please contact:

Tina Dee, MS, CFRM, Director of Strategic Initiatives

Call/text: [\(231\) 777-0660](tel:2317770660) ◆ strategic.planning@muskegoncc.edu

Policies and Procedures

PERIODIC REVIEW OF MISSION, VISION, AND VALUES STATEMENTS

The MCC [Integrated Planning Steering Committee](#) shall review the College’s mission, vision, and values statements at least once prior to the end of each strategic plan implementation period. If the committee deems that the mission, vision, and/or values statement should be updated, they will solicit from stakeholders and the proposed mission, vision, and/or values statement(s) will be presented to the MCC Board of Trustees for endorsement.

Procedure: (in development)

UNIFIED MISSION, VISION, AND VALUES

Because Muskegon Community College’s mission, vision, and values statements reflect the whole institution, no department or office should have a separate mission, vision, and/or values statement. Instead, departments can adopt a “Statement of Support” to promote their unique goals, functions, and/or other aspects of how they are advancing [MCC’s mission](#).

Procedure: (in development)

REVISING STRATEGIC PLAN GOALS

The MCC [Integrated Planning Steering Committee](#) shall periodically review the College’s strategic plan goals to ensure the goals are relevant and appropriate. If the committee deems that the wording or other aspect of any goal should be changed, they will outline the rationale and present it to the President for consideration. In the event the President determines that revisions are in the best interest of the institution and its stakeholders, he will present to topic to the Board of Trustees for consideration. Any changes to the College’s strategic plan goals must be formally endorsed by the MCC Board of Trustees.

Procedure: (in development)