



MONROE COUNTY
COMMUNITY COLLEGE

enriching lives

5-Year Master Plan

SEPTEMBER | 2025



South Raisinville Road • Monroe, MI 48161

I. Mission Statement

MCCC's mission is a broad statement of our organizational scope, purposes and operation that distinguishes us from other college, universities and organizations. Our vision is a picture of the future we are working to create – what we want MCCC to become. And, even though we frequently talk about mission and vision first, the basic underlying foundation for both our mission and vision are MCCC's core values. These values guide our attitudes and guide our behavior.

Mission

Monroe County Community College enriches lives in our community by providing opportunity through student-focused, affordable, quality higher education and other learning experiences.

MCCC accomplishes its mission through:

- Post-secondary pathways for students who plan to pursue further education
- Occupational programs and certificates for students preparing for immediate employment upon completion
- Curriculum developed by highly qualified trained faculty that prepares students to effectively communicate, think critically, and be socially and culturally aware
- Comprehensive student support services
- A wealth of opportunities for intellectual, cultural, personal and career enhancement
- Training and retraining to meet the needs of an evolving economy
- Key partnerships to enhance educational services and opportunities

Vision

Monroe County Community College will be recognized for our student-focused service, academic excellence, affordability, innovation, community responsiveness and student success.

Core Values

These core values form our attitudes and guide our behavior:

- **Student-focus:** Execute student-centered decision making
- **Excellence:** Offer high-quality educational opportunities, programs and services
- **Accessibility:** Offer ease of access to educational opportunities, programs and services
- **Affordability:** Provide affordable educational opportunities, programs and services
- **Diversity and Inclusion:** Celebrate the individuality and diversity of our students, community, nation and world
- **Respect:** Practice equity and mutual respect
- **Stewardship:** Manage our resources with efficiency and integrity to ensure the long-term health of the college and infuse responsible, sustainable and

transparent practices throughout all operations and programs

- **Outreach and Engagement:** Advance a culture of engagement and collaboration
- **Relevance:** Offer relevant educational programs through innovation and responsiveness

II. INSTRUCTIONAL PROGRAMMING

Much of the information regarding instructional programming is available in the College Annual Report.

a. Describe existing academic programs and projected programming changes during the next five years, in so far as academic programs affected by specific structural conditions (i.e., laboratories, classrooms, current and future distance learning initiatives, etc.):

MCCC students may complete courses and associate degrees (associate of science- A.S.- and associate of arts- A.A.) in a variety of disciplines that fulfill freshman- and sophomore-level program requirements for bachelor degrees at four-year colleges and universities. Detailed information regarding transfer is available in the annual MCCC Catalog and in the transfer section on the College website.

The following is a list of career/occupational degree and certificate programs available:

Associate of Applied Science

Accounting

Agriculture: Agribusiness Pathway

Agriculture: Agricultural Operations Pathway

Associate of Applied Science

Automotive Service Technology

Business Management

Computer Information Systems: Accounting/CIS

Computer Information Systems: App Development

Computer Information Systems: Computer Science

Computer Information Systems: Cybersecurity and Information Assurance

Computer Information Systems: Office Professional

Computer Information Systems: PC Support Technician

Computer Information Systems: System Administration Specialist

Construction Management Technology

Criminal Justice

Criminal Justice: Corrections,

Criminal Justice: Law Enforcement

Data Analytics

Digital Media Marketing & Communication

Early Childhood Education

Electrical Engineering Technology

Elementary Education

Game Design and Development

General Technology

Graphic Design: Digital Media

Graphic Design: Illustration

Health Sciences

Logistics & Warehouse Management

Manufacturing Technology
Mechanical Design Technology
Mechanical Engineering Technology
Metrology and Quality Technology
Nuclear Engineering Technology
Nursing: Registered
Paralegal
PN to RN Program Option
Radiography
Respiratory Therapy
Welding Technology

Associate of Fine Arts

Certificates

Accounting
Automotive Service Technology
CDA Credential
Certified Nurse Aide
Computer Information Systems: App Development
Computer Information Systems: Cybersecurity and Information Assurance
Computer Information Systems: Office Software Specialist (Microsoft Office Certification Prep)
Computer Information Systems: Office Specialist
Computer Information Systems: PC Support Technician
Computer Information Systems: System Administration Specialist
Construction Management Technology: Residential and Light Commercial Construction
Construction Management Technology: Virtual Design and Construction
Criminal Justice: Corrections
Criminal Justice: Security
Digital Media Marketing & Communication
Early Childhood Education
Emergency Medical Technician
Entrepreneurship
Graphic Design: Computer Graphics, Basic Certificate
Graphic Design: Digital Media, Basic Certificate
Graphic Design: Digital Media
Graphic Design: Illustration, Basic Certificate
Graphic Design: Illustration
Graphic Design: Interaction Design, Basic Certificate
Graphic Design: Interaction Design
Manufacturing Technology: CAD/CAM Technician Certificate
Manufacturing Technology: CNC Technician Certificate
Mechanical Design Technology
Mechatronics Technician
Metrology and Quality Technology: Metrology Technology
Metrology and Quality Technology: Quality Technology

Non-Destructive Testing Technician: Advanced
Non-Destructive Testing Technician: Basic
Nursing: Practical
Phlebotomy Technician
Renewable Energy: Solar Energy
Renewable Energy: Wind Energy
Welding Technology: Advanced Welding
Welding Technology: American Welding Society
Welding Technology: Basic Welding

New Programs

MCCC underwent an extensive program review and evaluation and subsequent needs assessment in 2022-23. As a result of this review, MCCC launched 10 new programs for 2024-25- six-degree programs and four certificate programs.

The new associate degree programs include Data Analytics, Digital Media Marketing and Communication, Health Sciences, Health Sciences-Psychology Track, Health Sciences-Sociology Track and Paralegal. The new certificate programs are Construction Management Technology-Virtual Design and Construction, Digital Media Marketing and Communication, Emergency Medical Technician and Mechatronics. Additionally, the College begin offering the Emergency Medical Technician (EMT) Certificate in fall 2024 and the Radiography Technician degree program through the EPiC Consortium (described below) in fall 2025. The College is exploring additional opportunities to offer program through the EPIC consortium, especially in the health area. A paramedic certificate and degree program is currently under review for approval by the Higher Learning Commission (HLC). Those programs are scheduled for availability to students fall 2026

b. Identify the unique characteristics of each institution's mission. For Community Colleges: Two-year degree and certified technical/vocational training, workforce development activities, adult education focus, continuing or lifelong educational programming, partnerships with intermediate school districts, community activities, geographic service delivery area (s), articulation agreements or partnerships with four-year institutions.

Founded in 1964, Monroe County Community College is a public, two-year higher educational institution supported by tax monies from Monroe County, educational funds from the State of Michigan and student tuition. The college's mission is to enrich lives in our community by providing opportunity through student-focused, affordable, quality higher education and other learning experiences.

The Main Campus is located at 1555 South Raisinville Road, Monroe, Mich., 48161, with easy access to Toledo and Detroit. The Whitman Center is located at 7777 Lewis Ave., Temperance, Mich., 48182, near the Ohio-Michigan Border.

The College accomplishes its mission through:

- Post-secondary pathways for students who plan to pursue further education
- Occupational programs and certificates for students preparing for immediate employment upon completion
- Curriculum that prepares students to effectively communicate, think critically,

- and be socially and culturally aware
- Comprehensive student support services
- A wealth of opportunities for intellectual, cultural, personal and career enhancement
- Training and retraining to meet the needs of an evolving economy
- Key partnerships to enhance educational services and opportunities

Credit Program Offerings

In keeping with the programmatic goals set forth in the mission documents, Monroe County Community College offers the following programs, degrees, and certificates:

Transfer/University Parallel/Pre-Professional Programs

The university parallel and pre-professional programs are designed for the students who will eventually finish their education at a four-year college or university. Credits earned in the parallel or pre-professional programs are generally transferable to four-year colleges or universities if the credits meet the following criteria:

1. Satisfactory grades. Grades of "C" or better are necessary for a student to transfer the course to most colleges or universities.
2. Proper selection of courses. A student must select courses designed for college transfer that are consistent with the requirements of the school to which the student plans to transfer. Since no two schools have identical requirements, students should consult with their faculty adviser or counselor to discuss any questions regarding specific programs.
3. Students following a transfer guide provided by a particular four-year college can complete the first two years of a baccalaureate program at MCCC. In addition, students fulfilling appropriate graduation requirements of Monroe County Community College will be eligible to receive an associate degree.

Career/Occupational Certificate and Degree Programs

Individuals completing a prescribed course of study in one of the career program areas will receive an Associate of Applied Science or Associate of Commerce Degree.

Individuals who wish to upgrade their knowledge and skills or prepare for new areas of employment may choose from a wide variety of source offerings. Special sequences of courses may be designed to meet these objectives.

Michigan Transfer Agreement

In 2012, the Michigan legislature included language in the community college appropriations bill calling for improvement in the transferability of college courses between Michigan colleges and universities by revising the MACRAO Agreement. The Michigan Transfer Agreement was created in an effort to increase the transferability of lower-level general education courses across all Michigan's public institutions. To fulfill the Michigan Transfer Agreement, student must successfully complete at least 30 credits, with at least a 2.0 GPA in each course. These credits should be met according to

the following distribution:

- 1 course in English composition
- A second course in English composition or 1 course in communications
- 1 course in one of the following Mathematics pathways: College algebra or statistics or quantitative reasoning or an upper-level course in one of these subject areas
- 2 courses in social science (from two disciplines)
- 2 courses in humanities and fine arts (from two disciplines and excluding studio and performance classes)
- 2 courses in natural sciences including one with laboratory experience (from two disciplines)

If these courses do not add up to 30 credit hours, then the student must take an additional course from one of these groups. One of the above courses must be completed at Monroe County Community College.

Bachelor's Degree Completion Programs: 2 + 2 and 3 + 1 Agreements

Monroe County Community College has developed articulation agreements with a number of four-year colleges and universities. These agreements (sometimes called bachelor's degree completion agreements) provide students who are pursuing one of Monroe County Community College's specific two-year associate's degree programs an opportunity to continue their studies and complete the requirements for a baccalaureate degree. The 2 + 2 agreements provide that the student will be able to transfer a minimum of 60 semester credit hours from one of Monroe County Community College's associate degree programs toward selected bachelor's degree programs at the four-year institution. The 3 + 1 agreements are similar but give students the opportunity to transfer more than 60 credits of MCCC coursework for specified degree programs at four-year institutions.

Joint Programs

MCCC has cooperative agreements allowing students to complete components of certain programs at the college and the remainder of these programs at participating community colleges. Such agreements exist in the following areas:

Criminal Justice: Law Enforcement Option

Qualified students may enroll in a state-approved police academy, while earning an associate of applied science degree in criminal justice from MCCC.

Agribusiness and Agricultural Operations Options

Michigan State University and MCCC have partnered together to offer students an opportunity to earn a certificate and an associate of applied science in agriculture or a certificate and an associate degree of applied science in agribusiness. The certificates, awarded by MSU, will include 34 credits of agriculture-oriented courses through the Institute of Agricultural Technology. Combining those credits with a minimum of 26 additional credits from MCCC to total 60 credits (for agricultural operations) or 28-29 additional credits to total 62-63 credits (for agribusiness) will result in an associate of applied science degree. Students wishing to work toward a bachelor's degree may receive preferred transfer status at Michigan State University after earning the associate degree at MCCC.

Michigan Workforce Training and Education Collaborative, Educational Programs in Collaboration Consortium (EPiC)

MCCC is a member of the EPiC is a collaboration between Michigan Colleges Online, the Michigan Community College Association, and ten (10) Michigan community colleges. Each EPiC program is led by a host institution that provides the occupational components of the program. Participating colleges enroll students in the consortial program under the college's admissions criteria and each awards the degree according to that college's requirements. All EPiC partners are accredited by the Higher Learning Commission. In partnership with Bay College (host institution), MCCC offers an Associate of Applied Science in Radiography: Students completed the American Registry of Radiology Technologists Radiography Certificate exam. MCCC is exploring additional opportunities to offer programming to local students through EPiC.

Dual Enrollment Programs

State sponsored dual enrollment programs are offered to high school students through MCCC (in-person and online), as well as, on the high school campuses as an opportunity for students to begin their college studies while still attending high school. These programs are designed to provide students with early entry into transfer and occupational programs.

The college also middle and early college agreements with the Monroe County Intermediate School District (Monroe County Middle College located on MCCC's Campus), Monroe High School, and Jefferson High school. These five-year high school allow students to enter the 9th grade with a comprehensive curriculum that will culminate with award of a high school diploma upon graduation. Students in the program also have the opportunity to earn up to 60 transferable college credit hours or an associate's degree and/or a certificate in the field of health science.

Distance Learning Initiatives

MCCC also offers a number of courses through electronic means, including a web-based curriculum. The College utilizes Brightspace Course Management Software for web-based courses. The College is a member of the Michigan Community College Virtual Learning Collaborative. Through this and other systems used by the College, students at MCCC have access to courses offered by other colleges, while students not attending MCCC have access to numerous programs at the College. MCCC is approved by the Higher Learning Commission to offer all curriculum online. Online courses are available in both credit and lifelong learning programs.

Workforce Development and Lifelong Learning Programs (non-credit programming)

MCCC offers non-credit workforce education and training to area business and industry and personal interest classes to approximately 3,000 students, annually, through the offices of workforce development and lifelong learning, respectively. Contract education and training is often provided at the business site.

MCCC workforce development personnel are regularly involved in integrated programs with the Chamber of Commerce, Monroe County Business Development Cooperation, and a variety of local and state agencies and organizations dedicated to economic development activities. Community service programs and activities are an on-going part of the college's non-credit work. Community service programs include a wide-range of programming that reflects the diverse interests of the community.

The Lifelong Learning Office provides educational opportunities for adults in a wide range of non-credit programs. It renders services to individuals and groups having needs that can be more adequately satisfied by short informal educational projects and activities rather than by traditional courses.

c. Identify other initiatives which may impact facilities usage 15- Year Maintenance and Replacement Plan

Monroe County voters approved a five-year Maintenance and Improvement Millage in 2016 and again in 2020 so that MCCC could implement Phases 1 and 2 of critical facility and technology updates. MCCC placed a renewal of that millage for five years on the November 4, 2025 ballot to implement Phase 3 of projects to maintain and improve MCCC's **Main Campus** in Monroe and the Whitmer Center in Temperance. These improvements are vital for MCCC to remain competitive and ensure an excellent environment for student service and learning, safety, accessibility and efficiency.

The projects fall into the following categories:

- **Updating the Student Services and Learning Environments.** Renovate areas in facilities across campus to maintain and improve the student services and learning environments, including collaboration spaces, classrooms, labs, offices, dining areas and more.
- **Safety.** Enhance and improve safety and security across campus, including new lighting systems both inside and outside, installation of fire suppression equipment throughout all buildings and reconfiguring of classrooms and office spaces to maximize safety.
- **Accessibility.** Bring all facilities up to standards for people with disabilities and other special needs, including installation of accessible restrooms, entryways, elevators and accessible door hardware, as well as the construction of additional gender-inclusive restrooms.
- **Efficiency.** Complete the upgrade of the IT network infrastructure and connect remaining buildings to the existing geothermal HVAC system.
- **Deferred Maintenance.** **Ensure** and maintain the quality of facilities through the repair/replacement of doors, windows, roofs, sidewalks and other outdated infrastructure. Should the College not be successful in the renewal of the maintenance and replacement mileage, alternative options will be considered to fund new programs and equipment and to upgrade facilities, including delayed maintenance and replacement, slowed new program development, institutional reorganization and employee layoffs.

d. Demonstrate economic development impact of current/future programs (i.e., technical training centers, Life Science Corridor and Tri-Technology Corridor initiatives, etc.)

About 20,000 students have earned associate degrees from MCCC since its inception, and many thousands more have earned certificates of economic value and/or gone on to transfer to universities to pursue bachelor's degrees.

An associate degree (or two-year) graduate experiences a substantial increase in earnings over a high school diploma. According to a 2023 Lightcast study, the average MCCC associate degree graduate earns \$10,000 more per year compared to what they would earn with only a high school diploma in Michigan.

The benefit-cost ratio of a two-year degree at MCCC is 5.2 to 1, according to Lightcast (2023), meaning that for every \$1,000 students invest in their associate degree at MCCC, they will receive \$5,200 in higher future earnings.

MCCC is ranked in the top 9% of community colleges in the United States by WalletHub (2025). To determine where students can receive the best education at the lowest price, WalletHub compared more than 650 community colleges nationwide across 18 key indicators of cost and quality. MCCC ranked No. 56 out of 653 in the nation and No. 4 in Michigan. Michigan is ranked 15th in the nation for best community colleges in 2025, according to WalletHub.

MCCC's has the No. 1 registered nursing program in Michigan for 2025 as ranked by NursingProcess.org. The ranking is based on quality, including acceptance rate, graduation rate, retention rate and student-to-faculty ratio; NCLEX-RN first-time pass rates in the last four years; affordability and overall reputation.

Monroe County's associate degree attainment level is higher than that of the state and nation because of MCCC. It is the only college headquartered in the county and greatly enhances the level of educational attainment and cultural enrichment in the community.

MCCC prepares students for high-demand, local careers through a bevy of programs that lead to the jobs classified among the "hottest" in the state and the region, according to the Michigan Bureau of Labor Market Information and Strategic Initiatives.

Innovating and maintaining relevant academic programming is a top priority at MCCC. Following a comprehensive assessment of its academic programming offerings as part of the strategic plan, the college launched 12 new programs and certificates in the last two years – with more on the horizon. New programs and/or certificates that were added are in construction management/virtual design, data analytics, digital media, emergency medical technology, health sciences (psychology and sociology tracks), logistics, mechatronics, paralegal and radiography.

Many local and regional industries benefit from MCCC-educated students, as well as workforce training provided by the college.

MCCC is one of the county's largest employers and its economic impact is felt locally, regionally and globally.

MCCC faculty are highly qualified and focused on student success. About 95 percent of full-time faculty hold master's degrees or higher; more than 40 percent have doctoral degrees.

MCCC's student to faculty ratio is 14:1, which means our faculty are able to provide more one-on-one learning opportunities and are accessible when students need them.

Flexibility and options for scheduling classes around work and life are important, and MCCC offers a wide range of face-to-face, online and blended courses along with classes during the day and in the evenings.

MCCC students are surrounded with a strong system of support dedicated to their success, such as tutors, success coaches, mental health screening and referral services, disability services and more.

III. STAFFING AND ENROLLMENT

Colleges must include staffing and enrollment trends in the annual Five-Year Capital Outlay Plan. This component should:

a. Describe current full and part-time student enrollment levels by academic program and define how the programs are accessed by the student (i.e. main or satellite campus instruction, collaboration efforts with other institutions, internet or distance learning, etc.):

For the fall 2025 semester, Monroe County Community College (MCCC) has a total enrollment of 2,656 students. MCCC offers programs through a mix of on-campus, online, and hybrid instruction across its two campuses and through partnerships with other institutions.

Student enrollment overview

As of the fall 2025 semester, MCCC's enrollment figures show:

Total credit enrollment: 2,656 students.

Full-time vs. part-time: In 2022, 24% of students were full-time and 76% were part-time. While recent percentages aren't specified, the college caters to adult learners and likely maintains a similar high percentage of part-time students.

Incoming freshmen: The number of students enrolling for the first time in fall 2025 was 799.

Dual enrollment: The population of high school students taking college courses grew to 935 in fall 2025.

Program accessibility and delivery methods

MCCC provides flexible access to its programs through several formats to accommodate its diverse student body.

On-campus instruction

Main Campus: Located in Monroe Charter Township, this is the primary site for traditional classroom instruction for most of MCCC's programs.

Whitman Center: This satellite location in Temperance, near the Ohio border, also offers in-person courses.

Online and distance learning

MCCC offers three options for remote learning through its online platform, Brightspace:

Online classes: Courses are delivered entirely on the web, with materials and instruction available 24/7.

Hybrid classes: These courses blend online learning with face-to-face instruction in a classroom.

Web-based classes: Similar to hybrid, these use online technology to supplement and support traditional, on-ground classes.

Collaborative programs

MCCC partners with other colleges to offer specialized programs and bachelor's degree completion pathways.

Transfer agreements: The college has "2+2" and "3+1" agreements with institutions like Eastern Michigan University, Siena Heights University, and the University of Michigan-Dearborn, allowing students to complete part of their bachelor's degree at MCCC before transferring.

On-site university partners: Michigan State University, Spring Arbor University, and UM-Flint have a presence on MCCC campuses, offering certificate and bachelor's degree programs to MCCC students.

Consortium programs: MCCC participates in the Educational Programs in Collaboration (EPiC) consortium to offer specialized online degrees like the Associate of Applied Science in Radiography.

b. Evaluate enrollment patterns over the last five years

For the last five years, Monroe County Community College (MCCC) has experienced a positive shift in enrollment, reversing a pre-existing national decline for community colleges. The most significant patterns include a recent overall growth, a steady increase in dual enrollment, and a consistent trend of most students being part-time.

Overall enrollment

Decline before 2024: National community college enrollment saw a decline that began around 2011. Some data shows MCCC experiencing a similar decline, especially before the last couple of years.

Recent increases: This trend has reversed recently, with significant increases in fall 2024 and fall 2025.

Fall 2025: Enrollment reached 2,656 students, an 8% increase over the previous fall.

Fall 2024: The college saw a 2% increase in winter enrollment over the previous winter semester.

Dual enrollment

Consistent growth: The dual enrollment program, which allows high school students to earn college credit, has been a key area of growth for MCCC.

Recent boom: Fall 2025 saw a substantial 21% increase in dual enrollment, growing from 772 to 935 students. This reflects a national trend of growth in dual enrollment programs.

Rising high school participation: The percentage of high school students enrolling at MCCC has risen in eight out of ten Monroe County high schools.

Full-time vs. part-time students

Predominantly part-time: Enrollment data from 2022 indicates that most MCCC students attend part-time. At that time, 76% were part-time students, and 24% were full-time.

Reflects student demographics: This high proportion of part-time students is consistent with MCCC's role as a community college serving a diverse population, including many adult learners.

Freshman enrollment

Substantial increase: The number of incoming freshmen has also seen a considerable boost. For fall 2025, the freshman class grew by 19% to 799 students, up from 672 the previous year.

Growth in younger students: The college has also observed growth among its younger student demographics.

Geographic and age-based trends

Older student decline (historically): The general community college enrollment decline observed nationally was driven by a decrease in older student enrollment.

Recent growth in older students: More recently, however, MCCC has seen an increase in students from all age groups, particularly those from outside Monroe County.

Broader reach: The increase in non-local students suggests the college's programs and accessibility are drawing from a wider geographic area. Enrollment Trends and Projections

Enrollment for the fall 2024 semester produced a 0.6 percent increase in headcount (2,464) over the previous fall (2,478), and a 1.0 percent decrease in credit hours (20,149 as compared to 19,945). Detailed information on enrollment is included in the Student Profile Report included in this document. Billable contact hours decreased 1.5 percent (23,275 as compared to 22,932).

The following chart illustrates enrollment projections for fall 2022 through fall 2027

Semester	Enrollment Forecast (2.20.25)	Actual Stabilized (10.12.25)
FL2022	2477	2471
WI2023	2401	2342
FL2023	2364	2478
WI2024	2286	2394
FL2024	2482	2464
WI2025	2435	2467
FL2025	2506	2656
WI2026	2493	N/A
FL2026	2523	N/A
WI2027	2517	N/A
FL2027	2540	N/A

Barring a few exceptions, class size is usually limited to 30 students per class. Currently, the College is able to handle its existing population, but scheduling demands can sometimes make this difficult on certain days and at certain times. Some scheduling changes can be made to increase the number of students per section, but limiting the number of available sections in an attempt to improve efficiency will likely prove counterproductive as many class times are scheduled to meet scheduling needs of students. If classes are not offered at certain times, students are sometimes unable to take the class at a different time.

Student Body Composition

Based on demographic data collected by the College for the fall 2024 semester, the typical Monroe County Community College student has a mean age of 23.0, resides in Monroe County (86.5%) and attends as a part-time student (74.1%).

The College's dual enrollment students comprise 29.6% of total fall 2024 enrollment.

Current average class size:

Division	Average FL2025 Course Enrollment
ASET	9.4
BUS	17.0
HS	18.4
HSS	14.8
SM	17.8
Overall	15.6

c. Project enrollment patterns over the next five years (including distance learning initiatives)

After a recent boost in enrollment, MCCC is in a strong position to grow or maintain its numbers, though it will face headwinds from national demographic trends. The forecast suggests moderate growth in the near term, followed by stabilization or slight pressure later in the decade.

- **Near-term (2025–2027):** Moderate growth is likely to continue, driven by the success of recent initiatives. MCCC saw an 8% increase for the Fall 2025 semester, indicating strong momentum.
- **Mid-term (2028–2030):** Enrollment growth may slow as the national "enrollment cliff," a demographic decline in the traditional college-age population, intensifies. MCCC will need to rely on other strategies to sustain its numbers

Key enrollment drivers

MCCC's recent enrollment success is attributed to several key initiatives, which will continue to be important for the next five years.

- **Expanded programs:** MCCC has added new academic programs in high-demand fields like health sciences, mechatronics, and data analytics. This aligns with national trends showing growth in associate's degrees and vocational programs.
- **Dual enrollment:** The college's dual enrollment program, where high school students earn college credit, has seen rapid growth and is expected to continue expanding. MCCC reported a 21% increase in this population for Fall 2025.
- **Targeted recruitment:** Recent growth came from younger students and those from outside Monroe County. Future success will depend on continuing to attract these new student populations.
- **Affordability and access:** As a community college, MCCC's lower tuition costs and financial aid options will remain crucial draws, especially as economic pressures continue to influence higher education decisions nationally.

Distance learning initiatives and impact

Distance learning will play a crucial and growing role in MCCC's enrollment strategy.

- **Continued demand:** Nationally, demand for online and hybrid learning has remained high since the pandemic, driven by student preference for flexibility. For MCCC, which uses the Brightspace platform, this means an ongoing need to offer a mix of online, hybrid, and in-person options.
- **Technological evolution:** The college will continue to embrace technology like artificial intelligence and virtual reality to enhance its online offerings and attract students.

- **Growing population:** While a higher percentage of community college students are taking online classes, the most significant growth comes from adult learners and those in associate's degree or non-degree programs. MCCC can capitalize on this by expanding its online offerings in these areas.
- **Enhanced support:** To remain competitive, MCCC will need to continue improving its support services for online students, such as advising and technical assistance.

d. Provide instructional staff/student and administrative staff/student ratios for major academic programs or colleges

Staffing Levels

Monroe County Community College maintains staffing data as presented below:

TABLE 1 Monroe County Community College Staffing, 2020-2024

	2020-21	2021-22	2022-23	2023-24	2024-25
Full-Time Faculty*	61	61	57	61	55
Part-Time Faculty	158	182	164	150	101
Full-Time Administration	23	26	30	24	26
Part-Time Administration	2	2	2	1	1
Full-Time Professional Staff	24	28	33	13	35
Part-Time Professional Staff	0	0	0	2	2
Full-Time Support Staff	47	45	40	47	36
Part-Time Support staff	28	28	18	31	11
Maintenance	22	27	24	21	21
Student Assistants	82	113	138	100	92
Total	447	512	506	447	380

**includes teaching and non-teaching faculty (i.e., counselors and librarians)*

Overall Instructional staff/student and administrative staff/student ratios:

Overall Student-to-Faculty ratio: 15.3:1

Overall Student-to-Non-Faculty ratio (FT): 11:1

e. Project future staffing needs based on 5-year enrollment estimates and future programming changes

Future staffing needs for Monroe County Community College (MCCC) are projected to increase based on recent enrollment growth and planned program expansions in healthcare, public safety, and other technical fields. The college's new 2025–2030 Strategic Plan, which was adopted by the Board of Trustees in September 2025, also prioritizes improving the student experience. Here is a projection of future staffing needs for MCCC, based on current trends:

Factors driving staffing increases

Growing enrollment: MCCC reported an 8% increase in credit enrollment for the fall 2025 semester compared to the previous year. This boost was led by a 19% increase in incoming freshmen and a 21% rise in dual-enrollment students. Continued enrollment growth will necessitate more faculty, academic support, and administrative staff.

New programs in healthcare and public safety: The college is investing \$22–\$25 million to build the new Welch Center for Health and Public Safety. This facility will house and expand high-demand programs, including:

- Registered and Practical Nursing
- Emergency Medical Technician (EMT)
- Respiratory Therapy
- Criminal Justice and other public safety offerings

New academic programs for 2024–2025: MCCC has already launched several new academic programs that will require specialized staffing:

- Construction Management Technology-Virtual Design and Construction
- Digital Media Marketing and Communications
- Health Sciences
- Mechatronics Technician
- Paralegal

Focus on student experience: The 2025–2030 Strategic Plan aims to increase retention rates by 9–13% over five years. Achieving this goal requires additional staff in student support services, such as advising, tutoring, and retention offices.

- **Technological changes:** The college's most recent 5-Year Master Plan highlights the need for technologically advanced classrooms. This focus may require additional staffing for IT support and training.

f. Identify current average class size and projected average class size based on the institution's mission and planned programming changes

Based on Monroe County Community College's (MCCC) mission, strategic plan, and new academic programs, the current average class size is influenced by a 14:1 student-to-faculty ratio. Projections suggest that MCCC will maintain a small class size philosophy to support its student-focused mission, even with recent enrollment growth and the introduction of new programs.

Current average class size

While MCCC has not published a specific average class size, the following points provide a reliable estimate:

- **Student-to-faculty ratio:** The college's student-to-faculty ratio is 14:1, which is below the national average for colleges. This indicates that faculty members are accessible and able to provide one-on-one attention to students.
- **Average community college size:** The typical community college class size is small, often averaging around 20 students, with some sources citing a range of 25 to 35. MCCC's ratio aligns with this smaller class environment.
- **Mission-driven approach:** MCCC emphasizes its small class sizes as a key feature that provides personal attention and a practical education for students.

Projected average class size

Despite recent enrollment increases, MCCC is expected to preserve its small, student-focused class model, and it has adopted a strategic plan to manage growth while maintaining quality.

Factors influencing future class size:

- **Mission statement:** MCCC is dedicated to a "student-focused" approach that provides an affordable and quality higher education. Maintaining smaller class sizes is a critical component of this strategy, as it ensures personalized learning experiences.
- **Recent enrollment growth:** MCCC saw an 8% increase in fall 2025 enrollment, including a 19% rise in its incoming freshman class and a 21% increase in dual-enrollment students. To manage this growth, the college introduced a strategic plan to improve the student experience.

- **2025-30 Strategic Plan:** This plan focuses on improving the student experience through initiatives like an updated advising model, expanded support services, and "student-driven scheduling". These changes are designed to ensure that increased enrollment does not compromise the quality of instruction.
- **New academic programs:** MCCC is expanding its program offerings in high-demand fields like Construction Management, Digital Media Marketing, Health Sciences, and Logistics and Warehouse Management. To ensure these programs are successful, the college will likely need to balance demand with its commitment to small class sizes.

Projection

MCCC will use its 2025-30 Strategic Plan to navigate its enrollment growth and new programs, a significant increase in average class size is unlikely. Instead, MCCC will focus on expanding support services and refining instructional delivery to manage a larger student body while maintaining its mission of providing a small, student-focused learning environment.

IV. Facility Assessment

A professionally developed comprehensive facilities assessment is required. The assessment must identify and evaluate the overall condition of capital facilities under college control. The description must include facility age, use patterns, and an assessment of general physical condition. The assessment must specifically identify:

- a. Summary description of each facility (administrative, classroom, biology, hospital and etc.) according to categories outlined in “net-to-gross ratio guidelines for various building types,” DTMB-Office of Design and Construction Major Project Design Manual, appendix 8. If facility is of more than one “type”, please identify the percentage of each type within a given facility.**

The Facility Assessment and Deferred Maintenance Capital Planning Report is available on the college’s public website at link provided below. The assessment includes summary descriptions of each facility, functionality of existing structures and space allocation, utility system condition, facility infrastructure condition and adequacy of existing utilities and infrastructure systems in their current state. Microsoft Word - DB623B9D.docx

- b. Building and /or classroom utilization rates (Percentage of rooms used, and percent capacity). Identify building/classroom usage rates for peak (M-F, 10-3), off-peak (M-F, 8-10 am, 3-5 pm) evening and weekend periods.**

Monroe County Community College does not have an effective way to report building and classroom utilization rates from the software currently used to schedule classrooms and other areas. However, building activity schedules for Fall 2025 are provided below.

- c. Mandated facility standards for specific programs, where applicable (i.e., federal/industry standards for laboratory, animal, or agricultural research facilities, hospitals, use of industrial machinery, etc.**

Monroe County Community College’s programs fully comply with all applicable laws, general industry safety and health standards, construction safety and health standards, and administrative standards authorized by Public Acts and promulgated by OSHA, MIOSHA and other regulatory agencies.

- d. Functionality of existing of existing structures and space allocation to program areas served.**

The Facility Assessment and Deferred Maintenance Capital Planning Report at:
Microsoft Word - DB623B9D.docx

- e. Replacement value of existing facilities (insured value of structure to the extent available).**

The replacement value of the college's facilities is available in an appraisal report conducted by

R. A. Schettler, Inc. (dated November 2024). This report, which lists the Replacement Value New and the Sound or Depreciated Value of all buildings at MCCC, is located at the following link: [Microsoft Word - DB623B9D.docx](#)

f. Utility system condition (i.e., heating, ventilation, and air conditioning [HVAC], water and sewage, electrical, etc.).

MCCC completed a \$16 million geothermal heating and cooling project in August 2017, transitioning to a highly energy-efficient and earth-friendly system on the main campus. The Board of Trustees authorized the initiative in FY2014-15, securing the necessary funding in December 2015. The system now serves four original campus buildings: the Warrick Student Center, Life Sciences Building, Campbell Academic Center, and Founders Hall. This strategic investment will deliver significant energy cost savings and a great reduction in the college's carbon footprint, thanks to a well field with a 50-year lifespan.

Currently, other utility systems successfully deliver core services, but we must now address the mounting problem of aging equipment across the main campus and the Whitman Center.

The main campus needs essential HVAC maintenance and replacements due to high dollar component failures on aging equipment reaching the end-of useful life. This includes but not limited to, the critical task of replacing two end-of-life steam boilers and ancillary equipment in the Health Education Building, renovating or replacing roof-top units and air-handling equipment at the Career and Technology Center, and replacing failing HVAC units at the Facilities Complex.

The Whitman Center requires replacement of its end-of-life HVAC units (roof-top unit and chiller) within the next five years. The college is currently exploring a potential shift to a geothermal system for this facility.

g. Facility infrastructure condition (i.e., roads, bridges, parking structures, lots, etc.).

Monroe County Community College has completed a significant overhaul of its campus infrastructure, focusing heavily on vehicular circulation. The main campus now features seven parking lots, all interconnected by a primary loop road that runs from the north to the south end of the property. A multi-year project spanning from 2019 through 2021 saw the resurfacing of all seven parking lots. These renovations were comprehensive, including crucial upgrades to storm water drainage, replacement of select curbing, and a notable expansion of Lot 6. Concurrently, the central main loop road was completely rebuilt. The work was phased: Lots 1 and 3 were renovated in 2019, Lots 4, 5, and 6 in 2020, and the remaining Lots 3 and 7 were completed in 2021.

A parking lot expansion is planned for Lot 1 to support the Health Education Building addition beginning in 2026. The site work will encompass 89,800 square feet of new paving, creating a total of 205 new parking spaces. Of these, four spaces will be prepared for future Electric Vehicle (EV) parking (including signage, raceways, wiring, and panel/breaker allocation, but no

charging equipment at this time). A new drop-off lane will be added at the existing building to provide closer accessible parking. Additionally, the project includes a new entry plaza with seating and landscape beds at the Addition's west entrance, and a new fire lane along the north side of the building.

Pedestrian circulation consists of typical campus walkways connecting buildings and parking lots in a fairly direct manner. Circulation through the main quad at the south end of campus focuses around a central paved plaza surrounding a raised planted area. A number of these walkways have been replaced or redesigned in recent years to replace deteriorated walks and to create more pleasing circulation paths. Each summer, the College undertakes sidewalk repair and upgrades as part of its annual campus maintenance.

The most recent and comprehensive improvement, Phase-1, was completed in the fall of 2022 with the installation of a new external wayfinding system. This system introduced new directional loop road signs, monument signs, additional map kiosks, and pedestrian signs, including map kiosk located near main entrances of buildings. Phase-2 of the 2022 external campus wayfinding is scheduled for completion in 2026 and will involve adding parking lot identifiers and replacing other damaged or deteriorated signage across the main campus.

h. Adequacy of existing utilities and infrastructure systems to current and 5-year projected programmatic needs.

The current utilities and infrastructure systems are adequate for the current programmatic needs. Ongoing facility assessments will be undertaken to assess the adequacy over the next 5-year period.

i. Does the institution have an enterprise-wide energy plan? What are its goals? Have energy audits been completed on all facilities, if not, what is the plan/timetable for completing such audits?

The college is evaluating the cost of an Energy Conservation and Facility Condition Assessment to better forecast and plan for equipment replacement schedules. The primary goal of this study is to analyze building energy usage, evaluate system operation, and assess the condition of HVAC equipment to establish life expectancy projections and detailed replacement schedules for each campus facility. The final report will include a list of recommendations, complete with an opinion of probable construction cost and simple paybacks, as well as a comprehensive equipment inventory detailing replacement schedules and associated costs. Recent energy audits have not been completed.

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college's carbon footprint, thanks to a well field with a 50-year lifespan.

j. Land owned by the institution and include a determination of whether capacity exists for future development, additional acquisitions are needed to meet future demands, or surplus land can be conveyed for a different purpose.

MCCC owns the following properties as part of its campus system:

- Main Campus (Monroe): 209 acres.
 - A portion of this land, specifically to the north and east of the Welch Health Education Building, is currently used for agricultural purposes and has the potential to be used for future expansion.
- Whitman Center (Temperance, Bedford Township): 28 acres.
 - The site was designed to allow for expansion at both ends of the building.
 - Recent land purchases (14.5 acres in 1999 and 3.36 acres in 2022) have increased the available property, which is crucial for potential building expansion, additional parking, and providing buffer zones from surrounding development.

Capacity Assessment: At this time, the college considers its current land ownership to be sufficient for its capacity needs, and no additional acquisitions are needed to meet the demand of future growth.

k. What portions of existing buildings, if any, are currently obligated to the State building Authority and when these State Building Authority leases are set to expire.

Previous construction and renovation projects that received matching State funding required the sale of bonds by the State to finance their portion of the funding resulting in college buildings and property being pledged as collateral. The Campbell Academic Center, La-Z-Boy Center, Career Technology Center, and Founders Hall are obligated to the State Building Authority as part of this construction and renovation work. Once the bonds are paid, all property will revert to full ownership by the College.

V. Implementation Plan

The 5-year Capital-Outlay Plan should identify the schedule by which the institution proposes to address major capital deficiencies, and:

a. Prioritize major capital projects requested from the State, including a brief project description and estimated cost, in the format provided. (Adjust previously developed or prior year's figures utilizing industry standard CPI indexes where appropriate).

b. If applicable, provide an estimate relative to the institution's current deferred maintenance backlog. Define the impact of addressing deferred maintenance and structural repairs, including programmatic impact, immediately versus over the next five years.

The college's current deferred maintenance backlog (DMB) is in The Facility Assessment and Deferred Maintenance Capital Planning Report posted to the college website. The link to the report is: [Microsoft Word - DB623B9D.docx](#)

c. Include that status of on-going projects financed with State Building Authority resources and explain how completion coincides with the overall 5-year plan.

The only on-going project financed with the State Building Authority resources is Capital Outlay Project 006185 – Renovation and Addition to Welch Health Ed. Center. Our 200/300 level submission has been completed, and waiting on the State Appropriations bill to allocate the funding.

d. Identify to the extent possible, a rate of return on planned expenditures. This could be expressed as operational "savings" that a planned capital expenditure would yield in future years.

The college does not have an accurate method to determine a rate of return on planned capital outlay and or deferred maintenance expenditures. However, a deferred maintenance plan that is updated and followed each year has current and future "cost savings" and is more cost effective than emergency repairs/replacements.

e. Where applicable, consider alternatives to new infrastructure, such as distance learning. The college's long-term plans include renovations of facilities rather than new construction.

The college considers alternatives to new infrastructure when evaluating new programs and the programmatic impact on the campus, as a whole.

f. Identify a maintenance schedule for major maintenance items in excess of \$1,000,000 for fiscal year 2026 through fiscal year 2030.

See The Facility Assessment and Deferred Maintenance Capital Planning Report referenced in item (b) above.

g. Identify the amount of non-routine maintenance the institution has budgeted for in its current fiscal year and relevant sources of financing.

The college has budgeted \$500,000 in its Millage Maintenance & Improvement Fund for non-routine maintenance for the current fiscal year. The source of these funds is from a Maintenance & Replacement millage.