

FISCAL YEAR 2019 CAPITAL OUTLAY PROJECT REQUEST

Institution Name: **Mid Michigan Community College (MMCC)**

Project Title: **Classroom and Library Renovations: Harrison Campus**

Project Focus: Academic _____ Research _____ Administrative/Support

Type of Project: Renovation ___ Addition _____ New Construction

Program Focus of Occupants: Renovation and upgrade of classroom, laboratory, library, and learning skills spaces to extend the useful life of, and enable program development in the College's main instruction facility in Harrison, Michigan.

Approximate Square Footage: **66,283 sq. ft.**

Total Estimated Cost: **\$11,945,955**

Estimated Start/Completion Dates: **Construction design would start immediately after notification of award with an estimated completion of 2 years**

Is the Five-Year Plan posted on the institution's public internet site? **Yes**

Is the requested project the top priority in the Five-Year Capital Outlay Plan? Yes _____ No

Is the requested project focused on a single, stand-alone facility? Yes _____ No

Please provide detailed, yet appropriately concise responses to the following questions that will enhance our understanding of the requested project:

1. Describe the project purpose.

Mid Michigan Community College seeks state funding through the capital outlay process to extend the useful life of its existing classrooms, library, and learning labs through renovation of its main building on the Harrison campus. The proposed renovations will contribute to Michigan's economic vitality by:

- Strengthening the talent pipeline through enhanced instructional spaces for CTE and dual enrollment students from the Clare/Gladwin Regional School Districts and through the creation of new College programs in high-demand careers;
- Contributing to the fulfillment of the College's mission to provide high-quality student learning experiences and community connections by:
 - Creating an integrated skills lab for CTE and College health programs;
 - Expanding computer labs for CTE and College graphic design and computer programming;
 - Creating adequate instructional spaces for new program development to support in-demand careers;

- Supporting college and career readiness through the expansion of learning support services;
 - Connecting employers and job candidates through the creation of a career and employer resource center;
 - Expanding the College's Veterans' Service Center which serves both students and community members; and
 - Updating facilities to encourage college enrollment and completion in an area plagued by generational poverty.
- Extending the useful life of MMCC's main instructional building through redesign, effective connection to areas supported by previous capital outlay investments, addressing safety and accessibility issues, and improving energy efficiency.

The project renovates areas in the original 1968 structure and those added to the original structure in 1976. The areas have been well maintained over the years but are insufficient in size, inefficient in the use of energy, and not conducive (in configuration or lighting) for quality instruction.

Although the College was not selected for capital outlay funding in the last 10 years, the structural deficiencies of the Harrison campus must be addressed. For this reason, the College has embarked on a two-phase approach. College reserves and private resources will fund Phase 1 and will address significant infrastructure and traffic flow issues. This Capital Outlay Project proposal is Phase 2. As described in the following pages, it will enable the redesign and renovation of existing spaces to increase efficiency and effectiveness. These investments in the Harrison campus will stretch the College's resources but are essential to the continued functioning of the College in its service district of Clare and Gladwin counties.

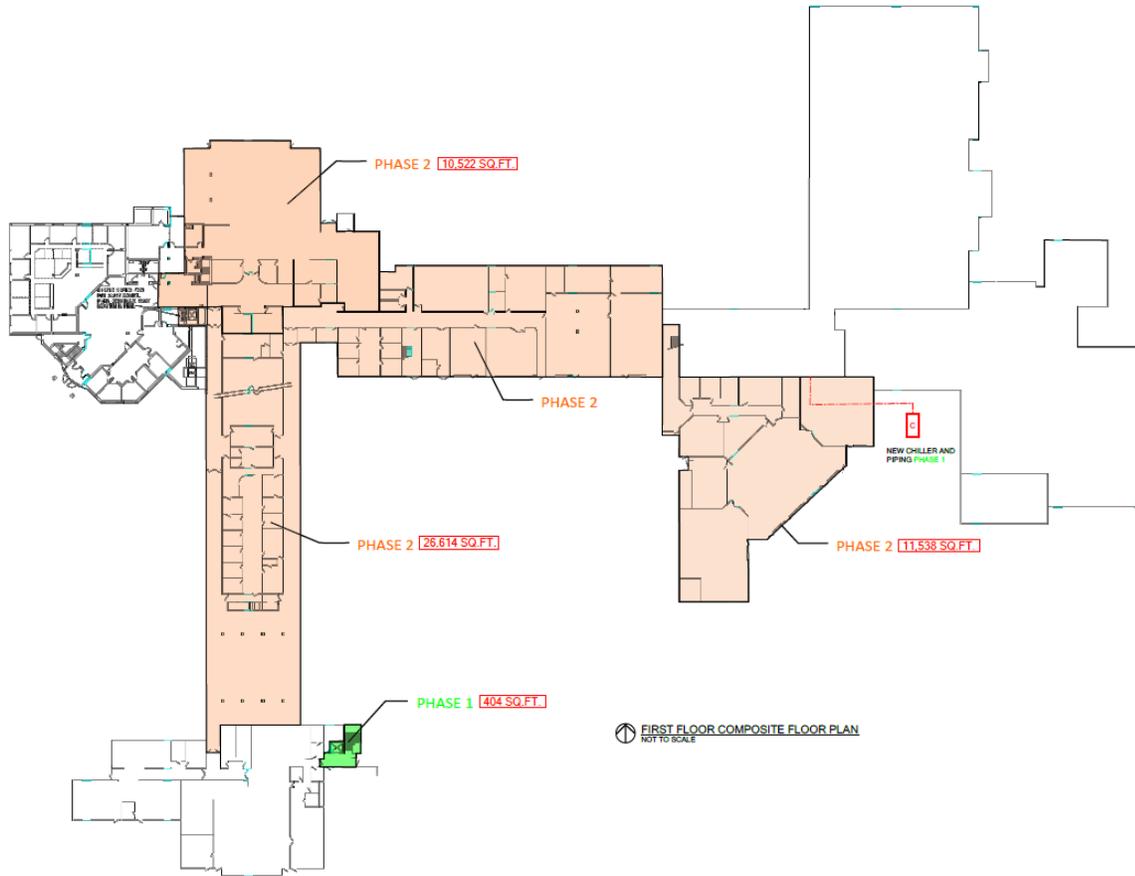
The proposed project follows the College's 2016 Campus Master Plan and its 5-year Capital Outlay Plan. The College is prepared to undertake the matching financial obligations.

2. Describe the scope of the project.

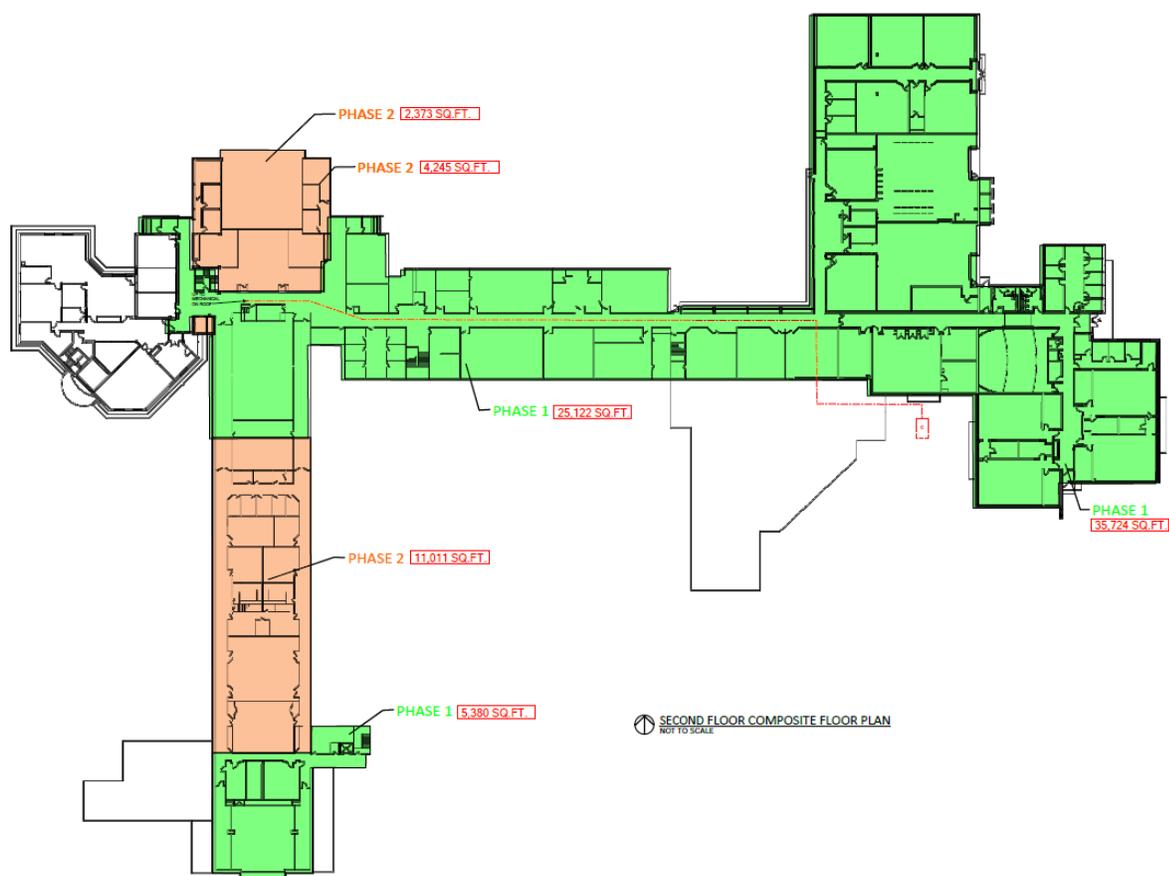
The proposed renovations (Phase 2 of the campus upgrade initiative) stretch from north to south across the front of the College's Harrison campus and on both the first and second floor. The renovated space will extend the functionality gained in the College's (2004) capital outlay project, the Student Orientation Academic Readiness (SOAR) Center that has served the College and its students well. The SOAR Center provides an appealing entrance to the campus and convenient student access to the admissions office, college mentors, academic advisors and financial aid professionals.



On the first floor, the renovation will connect the SOAR's Student Services offices to the Library, to learning support services in reading, writing, math, and science; to the Career Services Center; to the Veterans' Service Center; and to the CTE Culinary kitchen and demonstration lab with cluster seating and computer stations in the student collaboration zones.



On the second floor, the renovation will upgrade the existing building shell and connect CTE and dual enrollment classrooms to a shared integrated health skills lab, expanded computer labs, a center for teaching and learning, and a large lecture hall.



Functionally, the renovation will connect the Student Services offices and will integrate classrooms, experiential labs, learning labs, the library, and student study space.

Classroom and laboratory space in the renovated facility will create spaces for new program growth in high demand fields. These include:

| | Program | Anticipated 10-Year Job Growth per MI-TALENT.ORG |
|----------|-------------------------------|---|
| STEM | Forest & Conservation Science | +5-7% |
| | Digital Technology | +25% (Web Design, Animation, Computer Support) |
| Health | Public Health | +12% |
| | Medical Lab Technicians | +10% |
| Career | Culinary/Nutrition | 9-11% |
| | Business (international) | 9-10% |
| | Ag & Food Science Technicians | 11% |
| Transfer | Social Work | 11-15% |
| | Education | 7-11% |

The College recognizes that the current hodge-podge of academic spaces is limiting academic innovation. In addition, the dated look of the Harrison campus has not kept pace with student expectations or aspirations. Aside from the infrastructure challenges addressed in Phase 1, the building has the look and feel of an old high school rather than a college campus. Upgraded space created in

Phase 2 with Capital Outlay support will be a draw for new students and for members of the community, further contributing to the sustainability of the institution.

3. How does the project enhance Michigan's talent enhancement, job creation and economic growth initiatives on a local, regional and/or statewide basis?

The project enhances Michigan talent enhancement, job creation and economic growth by providing:

- Adequate space for CTE programs that help to fill Michigan’s talent pipeline.
- The Business Leaders of Michigan 2015 Economic Competitiveness Benchmarking Report sets forth the ambitious but achievable goal of making Michigan a “Top Ten” state. Its corresponding 2015 Economic Competitiveness Benchmarking Report provides the metrics required to support its Michigan Turnaround Plan. The corresponding relationship between these metrics and this project are set forth below:

| Key Metric | Project Relationship |
|---|---|
| Fewer than 1 in 4 Michigan high school students enrolled in a career/technical education class in 2014. This is less than half of the average enrollment in both “Top Ten” and peer states. | This project expands and enhances instructional space for CTE and dual enrollment courses and supports a CTE Early College model. These new spaces will attract students and improve the learning environment. |
| The percentage of college and career ready graduates in Michigan is about 11 points lower than the “Top Ten” average. Michigan was in the bottom half of all states in college-ready graduates. | The expanded learning support services in reading, writing, and math will benefit dual-enrolled and CTE students as well as MMCC students, 60% of whom are first-generation college students and need additional support. |
| The number of critical skills degrees and certificates awarded in Michigan per capita was 12% lower than the “Top Ten” average in 2014. Jobs in healthcare are expected to see the greatest increase. | Expanded health skills and computer labs will provide facilities and equipment for training in two of the most in-demand sectors of Michigan economy. |
| Food service continues to be a high demand job need, especially at base service levels. | The creation of a skills training area for the CTE culinary arts program will prepare entry-level workers for these roles. |
| Employers report that an aging workforce, a shrinking talent pipeline, and low educational attainment, pose significant challenges in meeting opportunities for economic growth. | A Career and Employer Resource Center, and a Veterans’ Services Center will connect employers with graduates who have the requisite skills for job success. |

According to the Business Leaders’ 2015 reports, if Michigan were performing like a “Top Ten” state, we would see employment rise by 120,000 jobs and increase in per capita income and per capital GDP. This would, indeed be welcome news for Clare and Gladwin Counties that felt early and persistent effects of the economic recession.

As the “gateway to the North” in the 1950s to 1980s, Clare and Gladwin counties thrived with tourism and the summer cottages of Detroit autoworkers. Its modest industrial base tied closely to supplying automotive parts to GM, Ford, and Chrysler. As the auto industry declined, so did jobs for the residents of Clare and Gladwin counties. Many of the cherished getaways on the small lakes of central Michigan were abandoned, fell into disrepair, or became the home of last resort for laid-off workers who could no longer afford their homes in the Detroit suburbs. Property values fell. Schools and social services saw an increase in demand but no corresponding increase in revenue.

Today, although the Michigan unemployment rate is 4.3%, Clare County is still at 6% (67th among Michigan counties) and Gladwin County is at 6.2% (71st among Michigan counties)(Source: MI DTMB, September 2017).

We know that education and economic recovery go hand-in-hand. The Governor has designated MMCC’s hometown of Harrison a “Rising Tide” community. We hope that the State will see this project as a further investment in the people of our central counties to help us turn the corner and see a new kind of economic prosperity for the region.

4. How does the project enhance the core academic and/or research mission of the institution?

The mission of Mid Michigan Community College centers on the pursuit of excellence in student learning and community connections. This project brings additional value to both of those dimensions.

The State authorized the creation of Mid Michigan Community College in 1965. The tie between the College and its K-12 partners dates nearly to its inception. When financing was secured for the new campus on August 2, 1966, the Board of Trustees also approved the lease of college property to the Clare-Gladwin intermediate school district for \$1 per year as the site of special education programs for special needs children.

The Harrison campus classroom building was completed in 1968 and, with many additions over the years, it continues to serve as the core of the College’s program. The relationship between the College and its school districts deepened correspondingly. In 1972, the Board approved the compatible architectural designs and the construction of permanent space for the Clare/Gladwin RESD offices and school.

At a time when our state citizens and government are urging more alignment between K-12 and community colleges, MMCC is proud to say that the Clare-Gladwin RESD Career and Technical programs have now operated in the College’s facilities for more than 40 years. The College provides space for the CTE culinary program, graphic design, computer technology, welding, and automotive technologies in addition to office and general classroom spaces. The College and the RESD would like to expand program offerings, especially in business and in agriculture and both are committed to continuing the close alliance they now share.

Educational access is a hallmark of all community colleges and MMCC is no exception. Since its founding, the College has continued and has never wavered from its commitment to access, affordability, and accountability. With lower than average property tax revenue and state appropriations, MMCC has stretched each dollar as demonstrated in the comparisons below from the 2015-16 ACS Reports.

| Community Colleges | Property Tax Revenue per FYES | State Aid per FYES | Total Revenue per FYES | Total Expenditures per FYES |
|--------------------|-------------------------------|--------------------|------------------------|-----------------------------|
| State Average | \$4648 | \$3123 | \$14092 | \$11185 |
| MMCC | \$935 | \$1936 | \$10001 | \$9823 |

Despite these efforts, regional challenges remain. The College and the RESD serve an area caught in a cycle of generational poverty and low educational attainment. College readiness remains a persistent challenge. Clare-Gladwin students averaged lower SAT scores in 2016 than those for the state (959 compared to 1,001) and, while 27% of enrolled students in Michigan required remediation, the rates in Clare-Gladwin were 42% and 33% respectively. More than 60% of MMCC new students are first generation college students needing additional guidance and support in navigating the college experience. These statistics underscore the need for effective learning labs and tutoring services as proposed in this project.

The College is anxious to implement the high impact strategies that will promote persistence, retention, and completion. By providing students with expanded learning support services, MMCC can foster greater enrollment and degree completion. This project will help us to close the gap between the entering skills of our students and their workforce readiness upon graduation.

This workforce readiness is critical when we realize that the citizens of Clare and Gladwin counties play a vital role in the commuter workforce across Prosperity Region 5. The College's engagement with its communities is not limited to Clare and Gladwin counties. MMCC serves as a bridge between the talent and area employers across an eight-county region. Of special note is the College's work with the Great Lakes Bay Region STEM Network. Working with MMCC staff, the Network has developed an Employer Toolkit and an Employer Resource Center to connect employers and educators to create work-based learning experiences. Hence the importance of the Career Center and Veterans Resource Center in this proposal. Further, our region has long relied on MMCC nurses, medical assistants, radiography and physical therapy technicians to care for our citizens. The integrated health skills lab in this proposal will enhance training in these professions.

The work in STEM programming, culinary arts, and digital technologies are important components of the College's Academic Master Plan which includes training for high-demand jobs such as those identified in Question 2.

This proposed capital outlay project will enable MMCC to

- a. Extend the life of our existing facilities so that we can continue to provide educational access to an underserved population.
- b. Enhance the facilities for our students and those of our high school partners. We are working hard to prime the pump on college enrollment but we need to create an education destination and a pathway to degree attainment. Creating adequate space in our instructional building would allow for a predictable and cohesive set of dual enrollment courses on the campus related to the Michigan Transfer Agreement and support an Early College for Clare-Gladwin CTE students.
- c. Link our students to hands on learning opportunities through the skills labs in STEM, culinary, health, and technology and link students to area employers through the Career Center.
- d. Link our area veterans to the benefits they deserve, including the benefits of a college education, through the Veterans Resource Center.
- e. Enable us to address more effectively the college readiness issues through better support services and tutoring in the fundamentals of reading, writing, math and science.
- f. Enhance our library to provide opportunities for undergraduate research and exploration.
- g. Entice students to spend more time on task and on campus, thus promoting college completion.
- h. Use space more efficiently and in ways that promote positive interactions between students at all levels and across academic programs.
- i. Create a learning environment that is safe, accessible and energy efficient.

The College's ability to fulfill its mission requires that it recognize, respect, and rise above the history and socioeconomic context of the area it serves.

5. Is the requested project focused on a single, stand-alone facility? If no, please explain.

Yes, the project focuses on a single, stand-alone facility, namely the main building on the Harrison Campus. The campus has grown over the years with a number of additions to create one large structure. The project renovates areas originally constructed in 1968 and those added in 1976.

6. How does the project support investment in or adaptive re-purposing of existing facilities and infrastructure?

The areas identified for renovation have been well-maintained over the years but are inefficient in the use of energy, and the current layout is not conducive (in configuration or lighting) for quality instruction.

In recognition and response to structural deficiencies, the College is undertaking a major repair and replacement initiative in 2018-19 using College resources and private support. This "Phase 1" work will prepare the facility for the redesign and renovation work supported by Capital Outlay funding.

The proposed renovations will assist the college in:

- a. Serving the needs of the Clare/Gladwin CTE program that recognized a 30% enrollment growth since passing a new millage in May 2016. This directly impacts MMCC's enrollment pipeline;
- b. Repurposing spaces that are currently underutilized due to changing and evolving programmatic demands;
- c. Creating an integrated skills lab for the College and CTE health programs;
- d. Expanding computer lab access for CTE and College digital technologies.
- e. Creating a large lecture room and Center for Teaching and Learning to promote integrated learning across related programs.

7. Does the project address or mitigate any current life/safety deficiencies relative to existing facilities? If yes, please explain.

This project would incorporate barrier free seating and access in a large lecture hall that would replace the non-compliant and rarely used auditorium. In addition, a new entrances and stairwells would improve safety for students entering the building from the southwest entrance.

Also included in this project is a backup generator system that will improve the emergency lighting throughout the building, protect expensive equipment from power failure damage and ultimately reduce interruptions to class schedules.

The project includes enhanced site lighting on the Harrison Campus.

8. How does the institution measure utilization of its existing facilities, and how does it compare relative to established benchmarks? How does the project help to improve the utilization of existing space and infrastructure, or support the need for additional space and infrastructure?

The College uses Ad Astra software to track its course schedule and classroom use. In the past two years, the College has been analyzing and adjusting its course schedule and classroom usage model to improve efficiency, especially on the Harrison campus which reflects a classroom utilization rate approximately 14% lower than the Mt. Pleasant campus. Based on its national data, Ad Astra has enabled

us to identify course sections that could be eliminated or consolidated. At the same time, the information Astra provides has been aligned with the College's guided pathways project to streamline the academic course flow for students.

Despite its fractured environment, the Harrison campus Library Learning Service areas provide solid service to students. The Writing and Reading Center logged over 1,000 appointments, supplemental instruction more than 5,000. Math and the Testing Center each saw more than 2,000 in the last year.

The State ACS report provides comparative data regarding its facilities and funding. While the data show that the College works hard to keep its physical plant costs to only 10.1% of its budget (compared to the state community college average of 12.2%), energy costs continue to drain its resources.

At \$.11 per cubic ft., MMCC's energy costs are among the highest in the state (which shows an aggregate of \$.0972). The installation of a high-efficiency chiller (Phase 1) and high-efficiency lighting (Phase 2 - this proposal) would dramatically improve efficiency.

Further, the proposed renovations would reconfigure space to allow for increased enrollment and increased use of student support services. Cost reductions and enrollment increases are key objectives for the College which relies heavily on student tuition for its operating expenses.

An unfortunate artifact of the College's history is that it receives state aid per FYES that is significant lower than its counterparts: Mid's state aid per FYES in 2015-16 was \$1,936/FYES compared to the state average of \$3,123.

While it has had continued support from its service districts, the decline in property values results in Mid having the lowest property tax revenue per FYES in the state: \$935/FYES vs. \$4,648/FYES as the state average. This proposal will assist us in keeping costs low for our in-district students while generating higher college attainment rates for an area of the state that is underserved.

MMCC participates in the Voluntary Framework of Accountability and is actively engaged in evidence-based decision-making. Each month, the College hosts an open "Data Discussion" for staff and faculty so that everyone can be aware of important metrics regarding MMCC's student success, its budget, and its future planning.

9. How does the institution intend to integrate sustainable design principles to enhance the efficiency and operations of the facility?

MMCC's operating philosophy encourages engineering all renovation and new construction projects to the highest appropriate level of energy efficiency with emphasis placed on LEED requirements.

Examples specific to this project include high efficiency window glazing and building envelope design. Consideration will also be given to replacing inefficient air handlers with new high efficiency VFD controlled units. These initiatives will help reduce future energy consumption and costs.

As shown on the 5-Year Campus Master Plan, the College intends to continue investments in its

existing facilities with improved lighting and energy efficiencies.

10. Are match resources currently available for the project? If yes, what is the source of the match resources? If no, identify the intended source and the estimated timeline for securing said resources?

College match resources exist within the Building & Site fund balance. Such funds are designated and allocated for future college needs by the Board of Trustees on an annual basis as excess operating funds are identified. In the alternative, MMCC is positioned well to bond this project.

11. If authorized for construction, the state typically provides a maximum of 75% of the total cost for university projects and 50% of the total cost for community college projects. Does the institution intend to commit additional resources that would reduce the state share from the amounts indicated? If so, by what amount?

No. However, the College has invested \$4.8M in upgrades to the Harrison campus in the last five years. It will make a major investment of approximately \$9M in its Phase 1 infrastructure upgrades in preparation for the work that needs to be done in Phase 2.

12. Will the completed project increase operating costs to the institution? If yes, please provide an estimated cost (annually, and over a five-year period) and indicate whether the institution has identified available funds to support the additional cost.

The proposed project will decrease operating costs by improving energy efficiency. Design enhancements and the use of new materials will further reduce costs while increasing comfort and durability. Further, the updated space will be an additional draw to the campus and will foster enrollment growth. Enrollment growth would increase revenue and strengthen the economic vitality of the region.

13. What impact, if any, will the project have on tuition costs?

The project will not have any impact on tuition costs. It will however, enable MMCC to be a more effective partner with K-12 schools, thus focusing on the best value for the state's investment in education.

14. If this project is not authorized, what are the impacts to the institution and its students?

If the project is not authorized, we will continue to serve our students - including our CTE and dual-enrolled students -- to the best of our abilities. However, they will not derive the benefits of improved space as outlined in this proposal. For nearly 50 years, MMCC has worked hard to efficiently provide higher education in an underserved rural area. We have maintained our facilities well and kept our tuition costs low. We ask the state to assist us in extending the useful life of this campus and thus ensure that students in Clare and Gladwin counties have access to a higher education environment that is comparable to those enjoyed by their peers around the state.

15. What alternatives to this project were considered? Why is the requested project preferable to those alternatives?

Some inadequate consolidation of service in the Library and Learning Services area has already been done as the College has petitioned for capital outlay funding for this project previously. In this smaller scale attempt, some support services have been moved to the library. However, no classroom or office renovations have been attempted. CTE courses, the bookstore, and other services remain dispersed throughout the building. Group study spaces have been virtually eliminated. Absent additional state support, the College is using its reserve resources to address essential infrastructure concerns.

The College is not asking for a brand-new building in this project proposal. Nor is it asking the state to shoulder the responsibility. In fact, the College is doing its best to improve the Harrison campus from its own reserve funds. In this proposal, the College seeks funding to make an existing building more energy and cost efficient, to renovate and reconfigure space for greater effectiveness, and to support our current and future students at a level that is equitable to their counterparts across the state.