Mid Michigan Community College  
Board of Trustees Meeting  
Schedule For  
December 1, 2015  

Superior Room, Harrison Campus - 6:00 p.m.

The December Board Workshop/Meeting schedule will be as follows:

1. 6:00 p.m. – Dinner - Superior Room

2. 6:30 p.m. – LouAnn Goodwin, Director of Imaging Studies, will be presenting information about the Radiography program at MMCC.

   The Joint Review Committee on Education in Radiologic Technology (JRCERT), the accrediting body, had requested LouAnn get feedback from the Board regarding the new assessment plan for 2015-2016 and the analysis from the 2013-2015 data during this presentation. These documents follow this page. Please bring feedback to the meeting. – Superior Room

3. 7:00 p.m. – The regular board meeting will be called to order – Superior Room
### Goal 1: Students will be clinically competent.

<table>
<thead>
<tr>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Students will apply positioning skills</td>
</tr>
<tr>
<td>2. Students will select appropriate technical factors</td>
</tr>
<tr>
<td>3. Students will practice radiation protection</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measurement Tool</th>
<th>Benchmark</th>
<th>Timeframe</th>
<th>Responsibility of</th>
<th>Result</th>
<th># students assessed</th>
<th># tools used</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Laboratory Competency, #2, random sampling of 3 simulations per student</td>
<td>Average score of 9 or higher on a scale of 8-10</td>
<td>1st year, winter semester</td>
<td>RAD 130 Instructor</td>
<td>Average score of 9.6 met</td>
<td>19</td>
<td>57</td>
</tr>
<tr>
<td>2. Clinical Competency, #2, random sampling of 3 evaluations per student</td>
<td>Average score of 9 or higher on scale of 8-10</td>
<td>2nd year, winter semester</td>
<td>Clinical Instructor</td>
<td>Average score of 9.4 met</td>
<td>15</td>
<td>45</td>
</tr>
<tr>
<td>1. RAD 115 Lab evaluation, technical factor setting questions</td>
<td>Average score of 90% or higher</td>
<td>1st year, winter semester</td>
<td>RAD 115 Instructor</td>
<td>98.9% met</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>2. Clinical Competency, #3, random sampling of 3 evaluations per student</td>
<td>Average score of 9 or higher on a scale of 8-10</td>
<td>2nd year, winter semester</td>
<td>Clinical Instructor</td>
<td>Average score of 9.6 met</td>
<td>15</td>
<td>45</td>
</tr>
<tr>
<td>1. RAD 215 radiation protection practical knowledge exam</td>
<td>Average score of 85% or higher</td>
<td>2nd year fall semester</td>
<td>RAD 215 Instructor</td>
<td>77.3% Not met</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>2. Clinical Competency, #4, random sampling of 3 evaluations per student</td>
<td>Average score of 9 or higher on scale of 8-10</td>
<td>2nd year winter semester</td>
<td>Clinical Instructor</td>
<td>95% met</td>
<td>15</td>
<td>45</td>
</tr>
</tbody>
</table>
Goal 1 Narrative and Action Plan:

1. Most students are able to set technical factors in the laboratory setting based upon instructions provided with little to no problem. However, some of them struggle with setting techniques in the clinical setting. Feedback from students indicates that this is due to the inexperience with different types of equipment and inconsistency of technique selection among technologists. For future students, the following changes will be implemented to assist with this issue. The program administrators will work with the clinical instructors to schedule a class at the clinical site which covers the location, selection, and manipulation of technique charts for each specific radiographic room in the department. The class will need to be completed within the first couple weeks of the first clinical semester. All students are currently advised to maintain a notebook of exams performed, techniques used, radiographic room used for the exam, and any additional information that may be of assistance for future exams.

2. Students have demonstrated awareness of radiation protection guidelines. The scores on the clinical competencies indicate that students do very well at shielding patients of all ages. However, a guideline that seems to be of concern is collimation. According to feedback from evaluators on the clinical competency forms, students tend to collimate very little during the initial clinical semester because of the fear of clipping anatomy. During the second year, they do feel more comfortable because of increased experience, but still struggle with collimation somewhat. For future cohorts, collimation will be more of a focus during the positioning courses of RAD 130 and RAD 175. Also, collimation will be more of a focus during the initial semesters of RAD 100 and RAD 115 lab exercises.

3. In the past, the Radiation Protection and Radiation Biology courses were combined. The exam covered the content of both courses. As of the fall of 2014, the courses have been separated into their designated areas of focus. The exam remained unchanged after this separation, so it appeared that the scores may be indicative of the lack of preparedness for both content areas on the exam. Initially, it was predicted that the exam needed to be rewritten to focus on radiation protection. The Radiation Biology questions (4) were removed from the exam and the scores were reanalyzed. The average percentage changed from 77.3% to 78.1%, which remains unmet for the benchmark. The majority of the students had gotten the radiation biology questions correct. This indicates that the prediction was incorrect. Rather than changing the exam to focus more on radiation protection, the assessment committee determined that a more thorough review of the content was needed prior to the final exam to identify areas of weakness, misunderstanding, or clarification.

For all three outcomes, all measurement tools will be utilized, rather than just a random sampling as was recommended by the accreditation specialist.
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measurement Tool</th>
<th>Benchmark</th>
<th>Timeframe</th>
<th>Responsible Party</th>
<th>Result</th>
<th># students assessed</th>
<th># tools used</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Students will use effective oral communication skills with patients.</td>
<td>1. Laboratory Competency, #1, random sampling of 3 simulations per student</td>
<td>Average score of 9 or higher on scale of 8-10</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; year, winter semester</td>
<td>RAD 130 Instructor</td>
<td>Average score of 9.9 met</td>
<td>19</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>2. Clinical Competency, #1, random sampling of 3 evaluations per student</td>
<td>Average score of 9 or higher on scale of 8-10</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; year, winter semester</td>
<td>Clinical Instructor</td>
<td>Average score of 9.6 met</td>
<td>15</td>
<td>45</td>
</tr>
<tr>
<td>2. Students will practice written communication skills.</td>
<td>1. RAD 115 objectives assignments</td>
<td>Average score of 90% or higher</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; year, winter semester</td>
<td>RAD 115 Instructor</td>
<td>97% met</td>
<td>19</td>
<td>190</td>
</tr>
<tr>
<td></td>
<td>2. RAD 221 communication assignment, average score of all students</td>
<td>Average score of 95% or higher</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; year, winter semester</td>
<td>RAD 221 Instructor</td>
<td>98% met</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>3. Students will demonstrate effective presentation skills</td>
<td>1. Rad 130 Head Project</td>
<td>Average score of 85% or higher</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; year, winter semester</td>
<td>Rad 130 Instructor</td>
<td>98.4% met</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>2. Rad 217 Radiation Protection Project</td>
<td>Average score of 90% or higher</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; year, fall semester</td>
<td>Rad 217 Instructor</td>
<td>99.1% met</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>
Goal 2 Narrative and Action Plan:

1. Students practice written and verbal communication skills throughout the entire 2 year program coursework. Many of the clinical instructors compliment the students on the ability to communicate with patients of various ages. Some areas of strengths include ability to pantomime and modify the language and delivery for various patients. Some areas of improvement that have been identified in the clinical and laboratory settings include voice volume, tone, and body language. These areas will be a focus for future students when completing laboratory competencies, specifically the communication portion.

2. Students have additional resources for written projects, including the library and learning services on campus. Written communication is critical when documenting patient histories, exams performed, and modifications that may have been necessary. The scores on the assessment tool help to predict how well students will practice written communication skills. The written skills will continue to be assessed using this tool, however, all papers will be analyzed rather than just a random sample as was done in the past.

3. The outcome and measurement tool have been changed from previous cohorts to better assess the student’s ability to effectively communicate to present their work. Two projects will be evaluated. The Rad 130 Head Project involves each individual student obtaining a 4 view textbook skull including the PA Caldwell, AP Townes, lateral, and submentovertex. 80 kVp must be utilized for all images and the student must determine what mAs is needed in order to obtain an exposure index within the acceptable range. Manual technique, not automatic exposure control, must be used for all images. Markers, collimation, and exposure index must be documented on each image. Each student is interviewed by the Rad 130 Instructor one-on-one to assess knowledge of positioning, image quality, anatomy, and image techniques. The Rad 217 Radiation Protection Project involves students presenting a radiation protection concept, with visual aids and demonstration, to the entire class. The presentations must be 15-20 minutes in length. There must be one other resource utilized to gather information other than the course text. The presentation should follow the format of: Introduction of subject, main presentation, and summary or conclusion that reinforces the major concepts. The grading criteria includes (25%) Presentation quality-eye contact, enthusiasm, voice inflection, non-verbal communication, pace, and length; (75%) Content- well prepared, logical presentation sequence, additional sources and visual aids, includes all main points of the subject matter, and outline is submitted.

For future cohorts, all lab competencies and clinical competencies will be utilized as measurement tools for the first outcome, rather than just a random sampling, as was recommended by the accreditation specialist.
Goal 3: Students will use critical thinking and problem solving skills.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measurement Tool</th>
<th>Benchmark</th>
<th>Timeframe</th>
<th>Responsibility of</th>
<th>Result</th>
<th># students assessed</th>
<th># tools used</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Students will be able to evaluate images</td>
<td>1. Rad 115 Image Analysis Lab Exercise</td>
<td>Average score of 85% or better</td>
<td>1st year, winter semester</td>
<td>RAD 115 Instructor</td>
<td>98.5% met</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>2. Clinical Competency, Image Analysis</td>
<td></td>
<td>Average score of 9 or higher on scale of 8-10 in all three categories</td>
<td>2nd year, winter semester</td>
<td>Clinical Instructor</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2. Students will be able to alter the exam as needed in the clinical setting.</td>
<td></td>
<td>Average score of 9 or higher on a scale of 8-10</td>
<td>2nd year, winter semester</td>
<td>Clinical Instructor</td>
<td>Average score of 9.2 or higher on scale of 1-10</td>
<td>15</td>
<td>45</td>
</tr>
<tr>
<td>2. Critical thinking journal case study assignment</td>
<td></td>
<td>Average score of 90% or higher</td>
<td>2nd year, winter semester</td>
<td>RAD 221 Instructor</td>
<td>99% met</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>
Goal 3 Narrative and Action Plan

1. The outcome and measurement tool has been changed. In the past, lab competencies and portions of a practical lab exam were utilized to assess critical thinking. The benchmark has been not only met, but exceeded, for several years. Yet feedback from the clinical instructors indicates that students are lacking competence in the areas of critical thinking and problem solving. The outcome and tools used to measure have been better changed to better assess student’s abilities and to identify areas for improvement. The new outcome will assess the student’s ability to critically evaluate radiographic images.

The first measurement tool is a lab exercise from Rad 115 in which the students analyze 20 images and complete the image analysis form. The images are created by the Program Director prior to the analysis process. The students must classify the images, identify the errors, identify the cause of the errors, and determine the corrective action to be taken to correct for the errors. For this cohort, the students were allowed to walk around and discuss the images with other students. After the activity was completed, the entire group analyzed the images and compared the results to their responses. In the future, students will not be able to discuss the images with others and will complete the analysis individually. Hopefully, the scores will provide a more accurate display of each student’s ability to use critical thinking skills and help to further identify areas for improvement.

The second measurement tool will be the clinical competency form, specifically, the second portion which is titled Image Evaluation. Students must have an average of 9 or higher on a scale of 1-10 in all three categories. The data was no longer available for this cohort to calculate this added category. This category will be utilized for future cohorts for summative assessment of the student’s ability to evaluate images.

2. Critical thinking and problem solving are skills that the clinical sites have indicated that some students need additional work on. In the laboratory setting, all procedures, positions, and alternative views are simulated and assessed. Because the students are able to work in groups and assist each other, the individual critical thinking and problem solving skills are not assessed as easily. Due to suggestions from Kim Oren, MMCC Director of Institutional Research, for future cohorts, a student from the theatre will be utilized as a patient to ensure that each individual student is able to demonstrate the ability to alter the exam as needed in the laboratory setting. The theatre student will be given a scenario to act out. Since they do not have the knowledge and skills to assist with positioning and landmarks, the individual student knowledge and skills will be more accurately assessed. The average scores will be monitored to identify if this has enhanced the ability to think critically in the clinical setting.

The second outcome will be changed to using first attempt Level II clinical competencies only. Number 5 on the competency form describes the ability to alter the exam. All Level II exams require some sort of modification from the routine procedure. This suggestion, from an accreditation specialist, will more accurately demonstrate the ability to alter the exam in a simulated real-life scenario.
<table>
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<th># students assessed</th>
<th># tools used</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Students will demonstrate knowledge of professional organizations</td>
<td>1. Rad 100 Professional Organizations Quiz</td>
<td>Average score of 85% or higher</td>
<td>1st year, fall semester</td>
<td>Rad 100 Instructor</td>
<td>88% met</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>2. Rad 201 ARRT Ethics Quiz</td>
<td>Average score of 90% or higher</td>
<td>2nd year, fall semester</td>
<td>Rad 201 Instructor</td>
<td>90.6% met</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>2. Students will evaluate importance of meeting high standards.</td>
<td>1. RAD 100 professional and ethical objective written assignment</td>
<td>Average score of 90% or higher</td>
<td>1st year, fall semester</td>
<td>RAD 100 Instructor</td>
<td>98% met</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>2. RAD 201 professional and ethical standard written assignment</td>
<td>Average score of 90% or higher</td>
<td>2nd year, fall semester</td>
<td>RAD 201 Instructor</td>
<td>100% met</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>3. Students will demonstrate professional behaviors</td>
<td>1. Clinical Performance Evaluations-Affective Behaviors</td>
<td>Average score of 85% or higher</td>
<td>1st year, spring semester</td>
<td>Clinical Instructor</td>
<td>91.3% met</td>
<td>20</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>2. Clinical Performance Evaluations-Affective Behaviors</td>
<td>Average score of 95% or higher</td>
<td>2nd year, winter semester</td>
<td>Clinical Instructor</td>
<td>95.7% met</td>
<td>15</td>
<td>45</td>
</tr>
</tbody>
</table>
Goal 4 Narrative and Action Plan

1. Due to the previously unmet benchmark of the RAD 100 professional organizations quiz, the following changes have been made to improve scores for this cohort. The lecture discussion included an interactive review of the organizations to ensure that all students comprehend the titles, roles, and purposes of each professional organization. A quizlet was added to the Moodle shell as an additional review resource of the quiz material. A mandatory research assignment covering the professional organizations was added to supplement the review of the quiz material. Due to the improvement in the results from the last cohort to this cohort, the changes will be permanent and continually assessed in the future for continued success.


   Mandatory Research Assignment- Provide the name, website address, location, mission, purpose, focus, professional benefits, and student benefits for each of the following organizations: ARRT, ASRT, MSRT, JRCERT, Joint Commission, AEIRS, ACR, and AHRA

2. The scores for the RAD 201 ARRT Ethics Quiz have dramatically decreased since the last cohort (95%-90.6%). The benchmark was met, but indicates that additional review is needed for future cohorts. The medical ethics quizlet created for RAD 100 will be utilized for this course as well. An interactive lecture with a review of ethical concepts and additional quiz type questions from the quizlet will be added to the future cohort course.

3. The outcome and measurement tool has been changed beginning with this group of students. It was extremely difficult to assess the knowledge of professional organizations. Even if the students demonstrated knowledge of professional organizations, it does not necessarily indicate that they demonstrate knowledge of professional behaviors. As suggested by an accreditation specialist, the new outcome will assess how well the students demonstrate professional behaviors. The tool utilized to measure this is the Clinical Performance Evaluation, which has an area specifically focused on the affective behaviors. Students will need to score an average of 85% in the first clinical semester and 95% in the final clinical semester in order to meet the benchmark. For this cohort, both benchmarks have been met. This benchmark will be continually assessed in the future on an annual basis.

This document is a continued work in progress as of this point and not a final document. This will be the last time that cohort data is shared rather than annual data. LG 7/20/2015
## Mid Michigan Community College Radiography Program
### Assessment Plan, Student Learning Outcomes, 2015-2016

<table>
<thead>
<tr>
<th>Goal 1: Students will be clinically competent.</th>
<th></th>
</tr>
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<tbody>
<tr>
<td><strong>Outcome</strong></td>
<td><strong>Measurement Tool</strong></td>
</tr>
<tr>
<td>1. Students will apply positioning skills</td>
<td>1. Rad 130 Laboratory Competency, #2</td>
</tr>
<tr>
<td></td>
<td>2. Clinical Competency, #2</td>
</tr>
<tr>
<td></td>
<td>3. Clinical Competency, #2</td>
</tr>
<tr>
<td>2. Students will select appropriate technical factors</td>
<td>1. RAD 115 Lab evaluation, technical factor setting questions</td>
</tr>
<tr>
<td></td>
<td>2. Clinical Competency, #3</td>
</tr>
<tr>
<td></td>
<td>3. Clinical Competency, #3</td>
</tr>
<tr>
<td>3. Students will practice radiation protection</td>
<td>1. RAD 215 radiation protection practical knowledge exam</td>
</tr>
<tr>
<td></td>
<td>2. Clinical Competency, #4</td>
</tr>
<tr>
<td></td>
<td>3. Clinical Competency, #4</td>
</tr>
<tr>
<td>Outcome</td>
<td>Measurement Tool</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>1. Students will use effective oral communication skills with patients.</td>
<td>1. Rad 130 Laboratory Competency, #1</td>
</tr>
<tr>
<td></td>
<td>2. Clinical Competency, #1</td>
</tr>
<tr>
<td></td>
<td>3. Clinical Competency, #1</td>
</tr>
<tr>
<td>2. Students will practice written communication skills.</td>
<td>1. RAD 115 objectives assignments</td>
</tr>
<tr>
<td></td>
<td>2. RAD 221 communication assignment</td>
</tr>
<tr>
<td>3. Students will demonstrate effective communication skills</td>
<td>1. RAD 130 Head Project</td>
</tr>
<tr>
<td></td>
<td>2. RAD 217 Radiation Protection Project</td>
</tr>
</tbody>
</table>
Goal 3: Students will use critical thinking and problem solving skills.

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<tr>
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<tbody>
<tr>
<td>1. Students will be able to evaluate images</td>
<td>1. Rad 115 Image Analysis Lab Exercise</td>
<td>Average score of 85% or higher</td>
<td>1st year, winter</td>
<td>RAD 115 Instructor</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>2. Clinical Competency, Image Evaluation, #1</td>
<td>Average score of 8.5 or higher on scale of 8-10</td>
<td>1st year, spring</td>
<td>Clinical Instructor</td>
<td></td>
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<tr>
<td></td>
<td>3. Clinical Competency, Image Evaluation, #1</td>
<td>Average score of 9.5 or higher on scale of 8-10</td>
<td>2nd year, winter</td>
<td>Clinical Instructor</td>
<td></td>
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<tr>
<td>2. Students will be able to alter the exam as needed in the clinical setting.</td>
<td>1. Clinical Competency, #5, first attempt level II exams only</td>
<td>Average score of 9.5 or higher on scale of 8-10</td>
<td>2nd year, winter</td>
<td>Clinical Instructor</td>
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<tr>
<td></td>
<td>2. Critical thinking journal case study assignment</td>
<td>Average score of 90% or higher</td>
<td>2nd year, winter</td>
<td>RAD 221 Instructor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome</td>
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</tr>
<tr>
<td>1. Students will demonstrate professional behaviors</td>
<td>1. Clinical Performance Evaluation-Affective Behaviors</td>
<td>Average score of 85% or higher</td>
<td>1st year, spring semester</td>
<td>Clinical Instructor</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>2. Clinical Performance Evaluation-Affective Behaviors</td>
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<td>Clinical Instructor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Students will evaluate the importance of meeting high standards.</td>
<td>1. RAD 100 professional and ethical objective written assignment</td>
<td>Average score of 90% or higher</td>
<td>1st year, fall semester</td>
<td>RAD 100 Instructor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. RAD 201 professional and ethical standard written assignment</td>
<td>Average score of 90% or higher</td>
<td>2nd year, fall semester</td>
<td>Rad 201 instructor</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# National Comparison Report

**SCHOOL OF RADIOGRAPHY**
**MID MICHIGAN COMM COLLEGE**
**LOUANN R GOODWIN**
1375 S CLARE AVE
HARRISON, MI 48625-9442

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**Report based on dates from 01/2010 through 12/2014**

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>Group</th>
<th>Number of Candidates</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>Total Mean</th>
<th>Percentile Rank</th>
<th>% Pass</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>ALL</td>
<td>13550</td>
<td>8.7</td>
<td>8.2</td>
<td>8.3</td>
<td>8.5</td>
<td>8.7</td>
<td>84.9</td>
<td>-</td>
<td>92.4</td>
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<tr>
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<td>Program</td>
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<td>8.0</td>
<td>8.2</td>
<td>8.2</td>
<td>8.6</td>
<td>82.9</td>
<td>45</td>
<td>100.0</td>
</tr>
<tr>
<td>2011</td>
<td>ALL</td>
<td>12542</td>
<td>8.7</td>
<td>8.2</td>
<td>8.3</td>
<td>8.5</td>
<td>8.8</td>
<td>85.1</td>
<td>-</td>
<td>92.7</td>
</tr>
<tr>
<td>2011</td>
<td>Program</td>
<td>20</td>
<td>8.5</td>
<td>8.4</td>
<td>8.2</td>
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<td>82.7</td>
<td>45</td>
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<tr>
<td>2012</td>
<td>ALL</td>
<td>12338</td>
<td>8.6</td>
<td>8.4</td>
<td>8.4</td>
<td>8.7</td>
<td>8.6</td>
<td>85.3</td>
<td>-</td>
<td>93.0</td>
</tr>
<tr>
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<td>Program</td>
<td>18</td>
<td>8.5</td>
<td>8.7</td>
<td>8.2</td>
<td>8.4</td>
<td>8.7</td>
<td>84.7</td>
<td>60</td>
<td>94.4</td>
</tr>
<tr>
<td>2013</td>
<td>ALL</td>
<td>11684</td>
<td>8.6</td>
<td>8.2</td>
<td>8.1</td>
<td>8.5</td>
<td>8.6</td>
<td>84.1</td>
<td>-</td>
<td>89.6</td>
</tr>
<tr>
<td>2013</td>
<td>Program</td>
<td>21</td>
<td>8.7</td>
<td>8.6</td>
<td>8.3</td>
<td>8.3</td>
<td>8.6</td>
<td>84.9</td>
<td>60</td>
<td>100.0</td>
</tr>
<tr>
<td>2014</td>
<td>ALL</td>
<td>11831</td>
<td>8.5</td>
<td>8.1</td>
<td>8.2</td>
<td>8.5</td>
<td>8.5</td>
<td>83.8</td>
<td>-</td>
<td>88.9</td>
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<tr>
<td>2014</td>
<td>Program</td>
<td>11</td>
<td>8.1</td>
<td>8.0</td>
<td>7.8</td>
<td>8.0</td>
<td>8.6</td>
<td>80.9</td>
<td>34</td>
<td>81.8</td>
</tr>
</tbody>
</table>

**NOTES:**

1. A percentile rank indicates the percentage of scores at or below the corresponding mean scaled score. Percentile ranks are rounded to the nearest whole number.
2. These percentile ranks were not obtained by comparing your school mean to all other school means, but rather by comparing the mean score of your program’s graduates to the distribution of scores for all graduates.
3. Mean scores and percentile ranks based on few candidates are not stable and should be interpreted with caution.
4. To ensure student confidentiality, dashes indicate either too few candidates, or data is not yet available, or does not apply.
5. Content specifications that serve as the basis for section scores are periodically revised. Consult this link to see the content specifications for the past several years.

**END OF REPORT**
## Board of Trustees Regular Meeting

**MID MICHIGAN COMMUNITY COLLEGE**  
_Harrison, MI 48625 and Mt. Pleasant, MI 48858_  
_December 1, 2015_  
_Superior Room – Harrison Campus_

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
<th>Action/Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. Call to Order</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Welcome</td>
<td>Chairman Jacobson</td>
<td>Action</td>
</tr>
<tr>
<td>B. Public Comments</td>
<td>Chairman Jacobson</td>
<td>Information</td>
</tr>
<tr>
<td><strong>II. Approval of Agenda</strong></td>
<td>Chairman Jacobson</td>
<td>Action</td>
</tr>
<tr>
<td><strong>III. Approval of Consent Items</strong></td>
<td>Chairman Jacobson</td>
<td>Action</td>
</tr>
<tr>
<td>A. Minutes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Monthly Financial Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Monthly Personnel Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IV. Old Business</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. MMCC 50th Anniversary Update</td>
<td>Miller</td>
<td>Information</td>
</tr>
<tr>
<td>B. Oil &amp; Gas Lease</td>
<td>Hammond</td>
<td>Action</td>
</tr>
<tr>
<td><strong>V. New Business</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Correspondence and Announcements</td>
<td>Hammond</td>
<td>Information</td>
</tr>
<tr>
<td>B. 2016-2020 Strategic Plan “Vision 2020”</td>
<td>Hammond</td>
<td>Action</td>
</tr>
<tr>
<td>C. Tuition Adjustment</td>
<td>Hammond</td>
<td>Action</td>
</tr>
<tr>
<td>D. Board Employee Gift</td>
<td>Hammond</td>
<td>Action</td>
</tr>
<tr>
<td><strong>VI. Board Comments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Calendar of Events</td>
<td>Chairman Jacobson</td>
<td>Information</td>
</tr>
<tr>
<td>B. Other Business</td>
<td>Chairman Jacobson</td>
<td>Information</td>
</tr>
<tr>
<td>1. Comments by Trustees</td>
<td>Chairman Jacobson</td>
<td>Information</td>
</tr>
<tr>
<td>2. Executive Session - Property</td>
<td>Chairman Jacobson</td>
<td>Information</td>
</tr>
</tbody>
</table>
Agenda Item: II, Approval of Agenda

Board Consideration: Action

Background:

Item II, Approval of Agenda.

Recommendation:

It is recommended the Board approve the agenda as presented.
Agenda Item: III, Approval of Consent Items

Board Consideration: Action

Background:

A. Minutes – November 3, 2015

B. Monthly Financial Report:

1. Financial Summary for the period ended October 31, 2015
2. General fund balance sheet as of October 31, 2015
3. General fund statement of revenues and expenses for four months ended October 31, 2015
4. Gifts and Donations: Donations totaling $62,645 were received for the Scholarship and Grant Fund in October 2015.
5. Donations were received last month for the Scholarship & Grant, Foundation, Capital Campaign, Northern Tradition, Lakers Athletic Fund, Manning Ford Scholarship, McDonald Scholarship, Grabmeyer Scholarship, IBT Brownson Scholarship, and Visiting Scholar.

C. Monthly Personnel Report for this period.

Recommendation:

It is recommended the Board approve the consent items as described by the Board Chair.
The meeting took place in the Houghton Room, Harrison Campus.

Present: Douglas A. Jacobson, Board Chair; Betty M. Mussell, Vice Chair; Richard S. Allen, Jr., Secretary; Thomas W. Metzger, Treasurer; Carolyn C. Bay, Trustee; Eric T. Kreckman, Trustee; Terry Petrongelli, Trustee; Christine M. Hammond, Ph.D., President; Lillian K. Frick, Vice President of Finance and Administrative Services; Michael W. Jankoviak, Ph.D., Vice President of Academic Services; L. Scott Govitz, Executive Director of Economic and Workforce Development; Matt Miller, Ed.D., Vice President Student & Community Relations; Kim Barnes, Executive Dean of Student & Academic Support Services; Tonya Clayton, Exec. Asst. to the President/Trustees; Bud Kanyo, Faculty Senate President;

Absent: Gail Nunamaker, Executive Director of Human Resources; Anthony Freds, Chief Information and Organizational Development Officer; Al Ayers, ESPA President;

Guests: Dorothy Boge; Susan Call; Katie Thornton, Plante Moran Auditor; Kristen Carlson, Plante Moran Auditor; Justin Spewock, Ballard Benefit Works CEO

Agenda Item I: CALL TO ORDER

The Board Chair called the meeting to order at 7:06 p.m. There were no public comments from the guests.

Agenda Item II: APPROVAL OF AGENDA

The Board Chair stated item V-B Acceptance of 2014-2015 Audit will take place after the approval of consent items and before old business.

With no further comments regarding the revised agenda, the Board Chair stated that the revised agenda stands as approved.

Agenda Item III: APPROVAL OF CONSENT ITEMS

Trustee Mussell noted one change in the minutes to correct the spelling of the Howarth wing. With no additional changes noted, the Board Chair stated the consent items stand as approved.

In addition to the Personnel Report, President Hammond informed the Board that a committee has been formed with representatives from each employee group to review the applications for the Executive Director of Human Resources position. The group will meet on November 4, 2015.

Agenda Item V-B: ACCEPTANCE OF THE 2014-2015 AUDIT

Katie Thornton and Kristen Carlson reviewed the 2014-2015 audit with the Board during the board workshop that took place earlier this evening.

A motion was made by Trustee Metzger to accept the audit report as presented during the Board workshop. Seconded by Trustee Mussell. All ayes; motion carried.

Agenda Item IV-A: HEALTH INSURANCE SELF-FUNDING PROPOSAL

In the spring of 2015, President Hammond informed the Board of the intent to send out a request for proposal for a Health Insurance Broker and Administrator. After an interview process, Ballard Benefit Works was identified as the preferred Employee Benefits Broker and the Board approved the contract with Ballard Benefit Works at their
September meeting. Once the contract was approved, Justin Spewock of Ballard Benefit Works, President Hammond and Vice President Frick have been working together on a proposal for Self-Funding MMCC’s Health Insurance.

President Hammond shared with the Board that in a conversation with Carol Churchill, prior to her retirement, she informed President Hammond that leadership succession was something to focus on in the coming years. Approximately 25% of full time faculty, 16% of hourly, and 11% of administrators have been employed by MMCC for 20 years are more and will likely be retiring soon. MMCC needs to plan for this and is working on a talented pipeline to prepare itself for these retirements. The College is always looking for ways to show employees that MMCC is taking their needs seriously. Reducing the employee contribution to save money for the college and the employees is a great way to showcase commitment to the employees.

President Hammond introduced Justin Spewock to the Board and explained that Ballard Benefit Works has many years of experience working with Community Colleges. The Board Chair encouraged all in attendance to ask questions during Mr. Spewock’s presentation.

Mr. Spewock presented the self-funding proposal to the Board. The health plan stays the same for all employees and includes both high deductible plans. Mr. Spewock explained the differences between full funded insurance and self-funded insurance to the group and answered the numerous question that arose during the presentation. He also discussed how insurance rates are calculated and stated two primary drivers to insurance costs are catastrophic claims and underwriting costs. By moving to a self-funded program, employee contributions would decrease, leaving more money in employee’s paychecks. The coverage of the plan does not change.

Bud Kanyo stated he felt this was a great option for employees as many people experienced hardships with the employee contributions increased dramatically in July. This would also be a great way to draw full time faculty to apply for positions at the college, because at this time the college is not competitive.

Trustee Kreckman asked Mr. Spewock about wellness programs on campus. Ballard Benefit Works has a lot of educational opportunities available.

In closing, President Hammond stated the benefits to moving toward self-funding are to reduce health care contributions by employees and keep the same rates for the calendar year.

A motion was made by Trustee Kreckman to approve the self-funding proposal from Ballard Benefit Works. Seconded by Trustee Petrongelli. Six ayes; one nay.

Trustee Kreckman requested the college earmark money to encourage health initiatives and possibly involve the health care program employees on campus for ideas.

Agenda Item V-A: CORRESPONDENCE AND ANNOUNCEMENTS

The Board Chair reviewed the correspondence and announcements, an information item.

President Hammond and Executive Dean Barnes provided a security update to the Board, as many in the college community are concerned with campus safety. In 2009, a consultant completed a report with recommendations on improving safety and security at the college. Kim Barnes was chosen to lead the Safety and Security Committee earlier this year and has been making progress on items identified in the report, including limiting access to buildings, installing new locks and placed emergency numbers next to every phone on campus. The lock installation on the Mt. Pleasant campus is 90% complete and a lock consultant recently completed an evaluation of locks needed for the Harrison campus. An Emergency Response Team has been put together and has been planning for and receiving training on safety issues. In addition, College personnel are attending emergency management meetings in the
community and the Emergency Managers and Law Enforcement in the community have been on campus to attend
MMCC’s meetings.

The Board discussed the location of future meetings. Future meetings will continue to be held in the Superior room.

Vice President Miller provided a 50th anniversary update to the Board. Items that have been completed this calendar
year include a dedicated website, 50th Anniversary Connections Newsletter, display boards, alumni tent at the annual
BBQ, branding, the 50th anniversary picture and the upcoming community holiday party.

The Board Chair provided an update from the Michigan Community College Associations Fall meeting that took place
at St. Clair Community College. Discussions at that meeting centered on early and middle college, weapons on
campus, performance based funding and block transfer of Associate degrees.

Agenda Item V-C: RECOMMENDED PURCHASE

Vice President Frick presented the service upgrade purchase. The college solicited bids to upgrade the power service
for the Maintenance Building on the Harrison Campus. This area experienced an interruption in service earlier in the
year and has been operating off of a temporary power service for several months. The project restores full power to
this area and upgrades the service.

Administration recommends accepting the low bid from Seiter Electric at a cost of $23,300.

A motion was made by Trustee Mussell to award the bid to Seiter Electric at a cost of $23,300.00. Seconded by
Trustee Petrongelli. All ayes; motion carried.

Agenda Item VI-A: CALENDAR OF EVENTS

The Board Chair reviewed the calendar of events for upcoming months, an informational item.

Agenda Item VI-B: OTHER BUSINESS

The Board discussed an article and distributed pictures concerning the new drill rig that is being installed at the
corner of Beaverton Rd and Cornwell Rd.

Trustee Mussell stated she appreciated seeing the number of MMCC employees involved in presenting at
conferences in the Mid Month report.

Meeting adjourned at 8:58 p.m.

Recording Secretary,
Tonya Clayton
Exec. Asst. to the President and Board of Trustees

Douglas A. Jacobson, Board Chair
Richard S. Allen, Jr., Secretary
MID MICHIGAN COMMUNITY COLLEGE
FINANCIAL HIGHLIGHTS
GENERAL & AUXILIARY FUNDS
October 31, 2015

GENERAL FUND REVENUE:
• The 2015-16 tuition and fee revenue budget is based on a six (6) percent enrollment decrease over 2014-15 levels. Fall 2015 enrollment reflected a 6% decline in billable tuition hours. Corresponding revenue accounts for 47% of the total 2015-16 budgeted tuition and fees.
• State appropriations revenue for 2015-16 will be $4,757,700 per Public Act 85 of 2015. This represents a 1.6% increase over 2014-15. This does not include the UAAL funding which will be booked when determined.
• No property tax revenue was booked since 2015 taxes will not be levied until December 2015.

GENERAL FUND EXPENSES:
• All departmental expenses are in line with 33% of the year elapsed.

GENERAL FUND REVENUE OVER EXPENSES:
• The total increase in net assets as of October 31, 2015 is $5.7 million. This excess will fund the balance of the 2015 Fall term operations.

BALANCE SHEET:
• The cash balance increased roughly $800,000 from September 30, 2015 due to receiving federal financial aid funding in October.
• The State Appropriations receivable of $4,325,184 represents the remaining 10 monthly payments of 2015-16 appropriations.
• Student receivables decreased $.5 million due to financial aid disbursements and other payments received on accounts.
• The prepaid expense balance represents the unearned employee balance of the college funded deductible for health insurance for calendar year 2015.
• The balance due to other funds of $5.8 million can be broken down as follows:
  o $275,000 due to the designated student activities fund
  o $1.3 million due to the auxiliary services for sales
  o $31,000 due to the scholarship and grant fund
  o $6.4 million due to building and site for current and future college needs
  o $1.9 million due from the federal restricted fund for student financial aid
  o $303,000 due from the restricted grant fund
• The $1,298,023 in accrued payroll and other compensation includes expenses incurred but not paid as follows:
  o Accrued salary, wages and vacation of $420,000
  o FICA, Federal and State withholding of $123,000
  o MPSERS/ORP credit of $230,000
  o Health insurances payable of $196,000
  o Deferred faculty pay of $208,000
  o Unemployment payable of $49,000
  o Workers’ Compensation Insurance payable of $64,000
  o Miscellaneous payroll deductions
• A significant portion of the Unreserved Net Assets of $4.3 million represents funds set aside by the Board of Trustees to fund current and future college expansion needs.

AUXILIARY FUNDS:
• Total revenue for the 2015 Fall term bookstore sales and espresso shop operations through October 31, 2015 is at 44% of the annual budget, which is consistent with prior year.
• Total expenses, at 47% of the annual budget corresponds with auxiliary revenue.
• The excess revenue over expenses to date is $168,813. This will offset the cost of operating the bookstore for the balance of the 2015 Fall term.
## MID MICHIGAN COMMUNITY COLLEGE
### BALANCE SHEET
October 31, 2015

### Assets

<table>
<thead>
<tr>
<th>Current Assets:</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 9,967,583</td>
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<tr>
<td>Short-term investments</td>
<td>$ 1,197,961</td>
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<tr>
<td>Property taxes receivable</td>
<td>$ -</td>
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<tr>
<td>State appropriations receivable</td>
<td>$ 4,325,184</td>
</tr>
<tr>
<td>Student receivables</td>
<td>$ 2,034,373</td>
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<tr>
<td>Other receivables</td>
<td>$ 55,246</td>
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<tr>
<td>Inventories</td>
<td>$ 3,738</td>
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<tr>
<td>Prepaid expenses and other assets</td>
<td>$ 78,551</td>
</tr>
<tr>
<td>Due from (due to) other funds</td>
<td>$(5,769,744)</td>
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<td><strong>Total current assets</strong></td>
<td>$ 11,892,891</td>
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<tr>
<td>Long-term investments</td>
<td></td>
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<tr>
<td><strong>Total assets</strong></td>
<td>$ 13,293,149</td>
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</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Liabilities:</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$ 46,921</td>
</tr>
<tr>
<td>Accrued payroll and other compensation</td>
<td>$ 1,298,321</td>
</tr>
<tr>
<td>Other payables</td>
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<tr>
<td>Planned savings</td>
<td>$ -</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>$ 792</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>$ 1,346,034</td>
</tr>
</tbody>
</table>

| Net assets:                                         |       |
| Reserved for:                                       |       |
| Technology                                          | $ 433,530 |
| Program development                                 | $ 1,332,827 |
| Retirement incentives                               | $ 200,000 |
| Unreserved                                          | $ 4,298,579 |
| Current year excess revenue over/(under) expenditures| $ 5,682,179 |
| **Total net assets**                                | $ 11,947,115 |

| Total liabilities and net assets                     |       |
|                                                     | $ 13,293,149 |
MID MICHIGAN COMMUNITY COLLEGE
STATEMENT OF REVENUES, EXPENSES
For four months ended October 31, 2015

<table>
<thead>
<tr>
<th></th>
<th>Current Fiscal Year</th>
<th>Prior Fiscal Year</th>
<th>% of</th>
<th>% of</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Budget</td>
<td></td>
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<tr>
<td>OPERATING REVENUES:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees</td>
<td>$ 8,503,040</td>
<td>47%</td>
<td></td>
<td></td>
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<tr>
<td>Miscellaneous</td>
<td>$ 49,285</td>
<td>39%</td>
<td></td>
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<tr>
<td>Total operating revenues</td>
<td>$ 8,552,325</td>
<td>47%</td>
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<td></td>
</tr>
<tr>
<td>EXPENSES:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating expenses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$ 2,655,299</td>
<td>28%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information technology</td>
<td>$ 641,743</td>
<td>35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public service</td>
<td>$ 128,211</td>
<td>27%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instructional support</td>
<td>$ 933,913</td>
<td>36%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student services</td>
<td>$ 874,507</td>
<td>28%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional administration</td>
<td>$ 1,125,941</td>
<td>26%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>$ 800,911</td>
<td>33%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$ 7,160,524</td>
<td>28%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating income/(loss)</td>
<td>$ 1,391,801</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NON-OPERATING REVENUES:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State appropriations</td>
<td>$ 4,757,700</td>
<td>84%</td>
<td></td>
<td>89%</td>
</tr>
<tr>
<td>Property tax levy</td>
<td>$ 1,351</td>
<td>0%</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>Investment income</td>
<td>$ 7,791</td>
<td>16%</td>
<td></td>
<td>1%</td>
</tr>
<tr>
<td>Unrealized gain (loss)</td>
<td>$ 392</td>
<td></td>
<td></td>
<td>(188)</td>
</tr>
<tr>
<td>Gifts</td>
<td>$ -</td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$ 1,983</td>
<td></td>
<td></td>
<td>1,694</td>
</tr>
<tr>
<td>Transfers from other funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted grants</td>
<td>$ -</td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Auxiliary services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prior Year GF Fund Balance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Non-operating revenues</td>
<td>$ 4,769,216</td>
<td>59%</td>
<td></td>
<td>62%</td>
</tr>
<tr>
<td>Revenues over/(under) expenses</td>
<td>$ 6,161,017</td>
<td></td>
<td></td>
<td>7,573,610</td>
</tr>
<tr>
<td>Inter Funds Transfers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planned Savings (Building &amp; Site)</td>
<td>$ 328,160</td>
<td>33%</td>
<td></td>
<td>33%</td>
</tr>
<tr>
<td>Additional Savings (Building &amp; Site)</td>
<td>$ -</td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Bond Debt Service (Building &amp; Site)</td>
<td>$ 31,100</td>
<td>10%</td>
<td></td>
<td>12%</td>
</tr>
<tr>
<td>Restricted Grant Match</td>
<td>$ 119,578</td>
<td>22%</td>
<td></td>
<td>29%</td>
</tr>
<tr>
<td>Total Transfer to Building &amp; Site</td>
<td>$ 478,838</td>
<td></td>
<td></td>
<td>626,435</td>
</tr>
<tr>
<td>Net increase (decrease) in Net Assets</td>
<td>$ 5,682,179</td>
<td></td>
<td></td>
<td>6,947,175</td>
</tr>
</tbody>
</table>
MID MICHIGAN COMMUNITY COLLEGE
STATEMENT OF REVENUES, EXPENSES
For four months ended October 31, 2015
AUXILIARY FUND

### Current Fiscal Year vs. Prior Fiscal Year

<table>
<thead>
<tr>
<th></th>
<th>Current Fiscal Year</th>
<th>Prior Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bookstore</td>
<td>$1,181,908</td>
<td>$1,358,150</td>
</tr>
<tr>
<td>Food Service</td>
<td>$ -</td>
<td>$ 15</td>
</tr>
<tr>
<td>Espresso Bar</td>
<td>$20,469</td>
<td>$13,310</td>
</tr>
<tr>
<td></td>
<td>$1,202,377</td>
<td>$1,371,475</td>
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<tr>
<td><strong>EXPENSES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bookstore</td>
<td>$973,378</td>
<td>$1,054,329</td>
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<tr>
<td>Food Service</td>
<td>$ -</td>
<td>$ -</td>
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<tr>
<td>Espresso Bar</td>
<td>$21,138</td>
<td>$13,509</td>
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<tr>
<td>Auxiliary Services</td>
<td>$39,048</td>
<td>$37,866</td>
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<tr>
<td></td>
<td>$1,033,564</td>
<td>$1,105,703</td>
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<tr>
<td><strong>EXCESS REVENUE OVER EXPENSES</strong></td>
<td>$168,813</td>
<td>$265,771</td>
</tr>
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</table>
### Mid Michigan Community College Contributions

#### ****October 2015****

<table>
<thead>
<tr>
<th>Scholarship &amp; Grant</th>
<th>Current</th>
<th>Year-to-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 1,247</td>
<td>$ 4,274</td>
</tr>
<tr>
<td>Foundation</td>
<td>$ 120</td>
<td>$ 1,540</td>
</tr>
<tr>
<td>Capital Campaign</td>
<td>$ 51,958</td>
<td>$ 115,924</td>
</tr>
<tr>
<td>Northern Tradition</td>
<td>$ 7,000</td>
<td>$ 8,100</td>
</tr>
<tr>
<td>Lakers Athletic Fund</td>
<td>$ 30</td>
<td>$ 160</td>
</tr>
<tr>
<td>Manning Ford Scholarship</td>
<td>$ 220</td>
<td>$ 890</td>
</tr>
<tr>
<td>Students of Promise Scholarship</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>McDonald Scholarship</td>
<td>$ 40</td>
<td>$ 180</td>
</tr>
<tr>
<td>Grabmeyer Scholarship</td>
<td>$ 20</td>
<td>$ 151</td>
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<tr>
<td>IBT Brownson Scholarship</td>
<td>$ 10</td>
<td>$ 45</td>
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<tr>
<td>HRA Scholarship</td>
<td>-</td>
<td>-</td>
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<tr>
<td>L U V Scholarship</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Men's Basketball</td>
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<td>-</td>
</tr>
<tr>
<td>Women's Basketball</td>
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<td>$ 50</td>
</tr>
<tr>
<td>Bicknell Scholarship</td>
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<tr>
<td>Licky Chemistry Scholarship</td>
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<tr>
<td>Retirees Scholarship</td>
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<td>-</td>
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<tr>
<td>Mark Wilson Scholarship</td>
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<tr>
<td>Jerry Freeland Scholarship</td>
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<tr>
<td>Janice Langdon Scholarship</td>
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<td>$ 400</td>
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<tr>
<td>Computer Info Systems Scholarship</td>
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</tr>
<tr>
<td>Christopher &amp; Estelle Smith Scholarship</td>
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<td>-</td>
</tr>
<tr>
<td>MidMichiigan Medical Center Scholarship</td>
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<td>-</td>
</tr>
<tr>
<td>Churchill Fund</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Clare County MARSP Scholarship</td>
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<td>-</td>
</tr>
<tr>
<td>Catherine King Scholarship</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Visiting Scholar</td>
<td>$ 2,000</td>
<td>$ 2,000</td>
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<tr>
<td>David Land Memorial Fund</td>
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<tr>
<td>Christina Swan Memorial Scholarship</td>
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<td>-</td>
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<tr>
<td>Jean Willis OIS Scholarship</td>
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<td>-</td>
</tr>
<tr>
<td>Myers Memorial Scholarship</td>
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<td>-</td>
</tr>
<tr>
<td>Golf Outing</td>
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<td>$ 8,898</td>
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<tr>
<td>Misc Fundraisers</td>
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<td>$ 1,000</td>
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<tr>
<td>Buy A Brick</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Gladwin Automotive Scholarship</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Kehoe's Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Gene Haas Scholarship</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bob &amp; Rosemary Carter Scholarship</td>
<td>-</td>
<td>$ 1,000</td>
</tr>
<tr>
<td>Rust Shaker</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sweat Shaker</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 62,645</td>
<td>$ 144,662</td>
</tr>
</tbody>
</table>
TO: Board of Trustees

FROM: Mary E. Battaglia, Associate Director of Human Resources

SUBJECT: MMCC Staffing Update for December 1, 2015 Board Meeting

DATE: November 18, 2015

NEW HIRES:

Jessica Ehmcke, RAD Clinical Coordinator  Effective: 1-12-16

Julie holds a Bachelor of Applied Science degree with a major in Radiography and minor in Health Care Management from Sienna Heights University in Adrian, MI. She is currently enrolled in a Master’s of Education for Health Professionals program at St. Joseph’s College of Maine in Standish, ME. She previously completed the Radiologic Technology program at Port Huron Hospital School in Port Huron, MI. Julie is currently employed as a Clinical Coordinator/Assistant Professor with Delta College, she previously worked as a Clinical Instructor/Lead Technologist at Mid Michigan Medical Center in Midland, MI, and prior to this position, worked as a Staff Technologist at Port Huron Hospital. Julie will begin her new position with the start of the Winter 2016 semester.

Logan Lake, Adjunct Instructor, History  Effective: 11-09-15

Logan is a graduate student of history at Central Michigan University with a focus in Early American and Native American History. Logan will be instructing HIS 212, History of the U.S. II for MMCC in our Off-Campus program at Big Rapids High School during the Winter 2016 semester.

Martin Stack, Director of International Program Services  Effective: 10-10-15

Martin holds a Master of Arts in Sociology from Ryukoku University in Otsu, Japan, as well as a Bachelor of Arts in Sociology and History from Alma College in Alma, MI. He brings a strong background stemming from twelve years of planning and coordinating international exchange, study abroad, and internship programs for outgoing domestic and incoming international students and scholars to and from China, Japan, South Korea as well as European and Latin American countries for Alma College, Belmont University, the Japan Center for Michigan Universities, Lansing Community College, Michigan State University, to name a few. Martin will be employed in a remote, part-time capacity with MMCC until his return to the States next Spring.

Nivia Strauss, Enrollment Clerk  Effective: 11-04-15

Nivia earned her Associate of Applied Science in General Technology degree in May, 2015 from MMCC. She previously worked for Mid as an Information Technology Intern and was most recently employed as an Admitting Representative with Mid Michigan Medical Center in Clare. Nivia’s position is located at our Mt. Pleasant Center for Student Services.
NEW PART-TIME AND STUDENT EMPLOYEES:

Christina Cuellar, SI Leader  
Sondra Eaton, Phlebotomy Instructor  
Jeanne Howard, Math Lab Support Staff  
Star Hughston, Women’s Basketball Coach  
Jodie Romzek, Student Success Coach  
Jacob Simsack, Programming Intern  

REHIRES:

Elizabeth Gepford, CNA Instructor  

TRANSFERS:

Martha Budd, Disbursement Specialist to Disbursement Technician  
Erick Makela, PT Transfer Advisor to FT Transfer Advisor  
Lynn Hoerauf, ETS Academic Coordinator to SSS Grant Coordinator  
Sherry Simon, Temporary Enrollment Clerk to FT Enrollment Clerk  
Sara Skornicka, Financial Aid Student Worker to FT Financial Aid Customer Service Assistant  

SEPARATIONS:

Erin Clark, Temporary Title III Data Entry Clerk  
Matthew Dixon, LLS Intern  
Kenneth Govitz, LLS WRC Support Staff  
Alyse Michael, IT Intern  
Gail Nunamaker, Executive Director of Human Resources  
Jeff Pandl, SI Leader  
Belinda Olivastri, IT Intern  
Travis Walton, Help Desk Intern
VACANCIES:

AMS Lab Tech (Part-Time)  Review Process
Executive Director of HR  Interview Process
Multimedia Intern (Part-Time)  Posting Process
Web Design & CIS Faculty (Full-Time)  Posting Process
ETS Academic Coordinator  Interview Process
Agenda Item IV-A:  MMCC’s 50th Anniversary Update

Board Consideration:  Information

Background:

Vice President Miller will provide a 50th Anniversary Update.

Recommendation:

None.
Agenda Item IV-B: Oil and Gas Lease

Board Consideration: Action

Background:

President Hammond will review the attached leases, a final version and a redlined version, with the Board.

Recommendation:

A recommendation will be provided at the meeting.
This Oil, Gas and Mineral Non-development Lease, made and entered into this ___ day of __________, 2015, is by and between Mid-Michigan Community College whose address is 1375 S, Clare Ave., Harrison, Michigan 48625, (hereinafter referred to as “Lessor”) and Marathon Oil Company whose address is 5555 San Felipe, Houston, Texas 77056-2701 (hereinafter referred to as “Lessee”).

For and in consideration of one or more dollars paid in hand and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Lessor hereby grants, demises, leases, and lets exclusively unto Lessee for the purposes of (i) investigating, exploring, prospecting, drilling, mining, completing, equipping, developing, and operating for, and producing, (a) any oil, natural gas, distillate, casinghead gas, condensate, and all other associated hydrocarbons of whatsoever nature or kind, (hereinafter referred to as “Oil and Gas”) (b) any other non-hydrocarbon substances necessarily produced with the Oil and Gas stream, including without limitation water, brine, carbon dioxide, sulphur or by-products resulting from the aforementioned activities (hereinafter referred to as “Other Constituents”), and (ii) all ancillary activities related to the activities described above, including without limitation conducting secondary, tertiary, and other recovery operations, conducting geophysical, seismic, drilling stratigraphic test wells, coring and other exploration activities, injecting gases, fluids, and other substances into subsurface strata, establishing and utilizing facilities for the disposition of Other Constituents, laying pipelines, storing Oil and Gas and/or Other Constituents, temporarily housing its employees, drilling and operating water wells for Operations, building and operating roads, tanks, ponds, power stations, electrical lines and poles, communication towers, compressors, and other structures and things thereon to produce, save, take care of, treat, process, store, dispose of, and transport said Oil and Gas, Other Constituents and water, from the following described land and from any pool or unit established pursuant to Paragraph 4 hereof, together with any vested or contingent reversionary rights and after-acquired interest, whether by operation of statute or by conveyancing document, therein situated in the County of Clare, State of Michigan, to-wit:

Township 18 North, Range 4 West

Section 11: All of Section 11, except the E 1/2 of the SE 1/4

Tax Parcel No. 011-011-100-01

See Exhibit “A”

Containing 560 acres, more or less, and all lands and interests therein contiguous or appurtenant to the land specifically described above that are owned or claimed by Lessor, or to which Lessor has a preference right of acquisition, including but not limited to all lands and interests based on accretion or avulsion, all lands underlying all alleys, streets, roads or highways and all riparian or submerged lands along and/or underlying any rivers, lakes or other bodies of water, although not included within the boundaries of the land particularly described above. It is the intent to lease all of Lessor's interest in the above-described lands located in Section 11, Township 18 North, Range 4 West, Hatton Township, Clare, County, Michigan. The lands covered by this lease shall be hereinafter referred to as said Land.

Notwithstanding the foregoing, for the avoidance of doubt, this lease is a non-development oil and gas lease and Lessor shall not conduct any operations on the surface of the Land; provided however, nothing herein shall restrict Lessee from developing all portions of the Land by pooling or unitizing with other lands by directionally drilling from a surface location on adjacent or neighboring lands. Lessor agrees to execute any lease amendment requested by Lessee for a more complete or accurate description of said Land and such amendment shall include words of present lease and grant.

For the considerations stated above, Lessor and Lessee by its acceptance hereof agree as follows:

1. Subject to the other provisions contained in this lease, this lease shall be for a term of five (5) years from the date first written above (hereinafter referred to as the “Primary Term”) and as long thereafter as further “Operations”, as defined in this paragraph, are conducted on said Land or lands pooled or unitized therewith. If Operations are commenced on said Land or lands or leases pooled or unitized therewith prior to the end of the Primary Term, then this lease shall not terminate until all Operations on said Land or lands or leases pooled or unitized therewith are discontinued for one hundred eighty (180) consecutive days. The word “Operations” as used herein shall include without limitation any of the following: producing, treating, processing, storing or transporting Oil and Gas (whether or not in paying quantities); any act preparatory to drilling (such as obtaining permits, surveying, staking, clearing, constructing or maintaining any drillsite location or access road, hauling equipment or supplies, etc.);
drilling, testing, completing, equipping, reworking, recompleting, deepening, sidetracking, plugging back, maintaining, protecting or repairing of a well; any other actions conducted in search for or in an endeavor to obtain, restore, maintain or improve production of Oil and Gas.

2. Lessee covenants and agrees to pay the following royalties: (a) To deliver to the credit of Lessor into tank reservoirs or into the pipelines to which Lessee may connect such wells, oil, condensate, and distillate produced and saved from said Land, Lessor's interest to bear one-sixth (1/6th) of the cost of treating same to render it marketable, or from time to time, at the option of Lessee, Lessee may sell the oil, condensate, and distillate produced and saved from said Land and pay Lessor one-sixth (1/6th) of the net amount realized by Lessee, computed at the wellhead; (b) To pay Lessor on natural gas or casinghead gas produced from said Land and sold by Lessee, one-sixth (1/6) of the net amount realized by Lessee, computed at the wellhead, from the sale of all Other Constituents, produced and saved from said Land. As used in this lease, the term "net amount realized by Lessee, computed at the wellhead" shall mean the gross proceeds received by Lessee from the sale of Oil and Gas and/or Other Constituents minus post-production costs incurred by Lessee between the wellhead and the point of sale. As used in this lease, the term "post-production costs" shall mean all cost and expense of (a) treating and processing Oil and Gas to separate and remove Other Constituents including but not limited to water, carbon dioxide, hydrogen sulfide and nitrogen, and (b) separating liquid hydrocarbons from any gas, other than condensate separated at the well, and (c) transporting Oil and Gas and/or Other Constituents, including but not limited to transportation between the wellhead and any production, processing, refining, or treating facilities, and transportation to the point of sale, and (d) compressing any Oil and Gas and/or Other Constituents for gathering, processing, transportation, delivery, or disposal purposes, and (e) metering Oil and Gas and/or Other Constituents to determine the amount sold and/or the amount used by Lessee, and (f) sales charges, commissions and fees paid to third parties (whether or not affiliated) in connection with the sale of the Oil and Gas and/or Other Constituents, and (g) any and all costs and expenses of any kind or nature incurred in regard to the Oil and Gas and/or Other Constituents, or the handling thereof, between the wellhead and the point of sale. Lessee may use its own pipelines and equipment to provide such treating, processing, transporting, separation, transportation, compression and metering services, or it may engage others to provide such services; and if Lessee uses its own pipelines and/or equipment, post-production costs shall include reasonable depreciation and amortization expenses relating to such facilities, together with Lessee's cost of capital and a reasonable return on its investment in such facilities. Prior to payment of royalty, Lessor shall execute a Division Order certifying Lessor's interest in the Oil and Gas and/or Other Constituents. Lessee may pay all taxes and fees levied upon the Oil and Gas and/or Other Constituents produced, including, without limitation, severance taxes and privilege and surveillance fees, and deduct a proportionate share of the amount so paid from any monies payable to Lessor hereunder. Lessee shall have the right, but not the obligation, to market and sell all Oil and Gas and/or Other Constituents to any third party or any Affiliate of Lessee in Lessee's sole and absolute discretion. In lieu of any implied covenant to market, Lessee expressly agrees to market Oil and Gas produced from Lessee's wells located on said Land or on land pooled or unitized therewith, but Lessee does not covenant or agree to store, reinject, or recycle Oil and Gas and/or Other Constituents, to market under terms, conditions or circumstances which in Lessee's judgment are uneconomic or otherwise unsatisfactory, or to bear more than Lessee's revenue interest share of the cost and expense incurred to make the Oil and Gas and/or Other Constituents marketable. Lessee shall have free use of Oil and Gas, Other Constituents and water wells drilled by Lessee, for Operations hereunder, whether Operations are conducted on said Lands, lands pooled or unitized therewith or on other lands.

3. If at the expiration of the Primary Term or at any time or times after the Primary Term herein, there is a well or wells on said Land, or lands or leases pooled or unitized therewith, capable of producing Oil and Gas and/or Other Constituents or log or testing results indicate that a well that has been drilled to its total depth will be capable of producing Oil and Gas and/or Other Constituents upon final completion on said Land or lands or leases pooled therewith but Oil and Gas and/or Other Constituents are not being sold or used and this lease is not then being maintained by Operations or otherwise, this lease shall not terminate, (unless released by the Lessee), and it shall nevertheless be considered that Oil and Gas and/or Other Constituents is being produced from said Land within the meaning of paragraph 1 herein. However, in this event, Lessee shall pay or tender as shut-in royalty to Lessor, in the US Mail to Lessor's address above, regardless of changes in ownership of said Land or shut-in royalty payments, a sum determined by multiplying one dollar ($25.00) per acre for each acre then covered by this lease, provided however, in the event said well is located on a unit comprised of all or a portion of said Land and other land or lands on which said shut-in royalty shall pay or tender as shut-in royalty is determined by multiplying one dollar ($25.00) per acre for each acre of said Land included in such unit on which said shut-in well is located. If such bank (or any successor bank) should fail, liquidate, or be succeeded by another bank or for any reason fail or refuse to accept such payment, Lessee shall re-tender such payment within thirty (30) days following receipt from Lessor of a proper recordable instrument naming another bank as agent to receive such payment or tender. Such shut-in royalty payment shall be due on or before, the expiration of one hundred eighty (180) consecutive days after (a) the expiration of the Primary Term, or (b) the last date of Operations on any well, located on said Land, or lands or leases pooled or unitized therewith, or (c) the date this lease is included in a unit on which a well has been previously shut-in, or (d) the date this lease ceases to be otherwise maintained, whichever be the later date. It is understood and agreed that no shut-in royalty payments shall be due during the Primary Term. In like manner and upon like payments or tenders on or before the next ensuing anniversary of the due date for said payment, the Lessee shall continue to pay such shut-in royalty for successive periods of one (1) year each until such time as this lease is terminated by Operations. However, if Operations commence on any well, located on said Land, or lands or leases pooled or unitized therewith within the applicable 180 day period, a shut-in royalty
payment shall not be required or, if a shut-in royalty payment is tendered, no additional shut-in payment will be due until the next ensuing anniversary of the due date for said tendered payment regardless of how many times Operations may be commenced and shut-in during such one (1) year period. As long as any well is shut-in, it shall be considered for the purposes of maintaining this lease in force that Operations on this lease shall continue in effect both before and after the Primary Term. Lessee’s failure to pay or tender any royalty or shut-in royalty shall render Lessee liable for the amount due but it shall not operate to terminate this lease. Lessee agrees to use reasonable diligence to produce, utilize or market the Oil and Gas and/or Other Constituents capable of being produced from said wells, but in the exercise of such diligence, Lessee shall not be obligated to install or furnish facilities, other than well facilities and ordinary lease facilities of flowline, separator, and lease tank, and shall not be required to settle labor trouble or to market Oil and Gas and/or Other Constituents upon terms unacceptable to Lessee. If at any time Lessee pays or tenders royalty or shut-in royalty as herein provided, and two (2) or more parties are, or claim to be, entitled to receive same, Lessee may, in lieu of any other method of payment herein provided, pay or tender such royalty or shut-in royalty, in the manner above specified, either jointly to such parties or separately to each in accordance with their respective ownerships thereof, as Lessee may elect.

4. (a) Lessee is hereby granted the rights to pool or unitize said Land, or any part of said Land, with other lands, as to Oil and Gas and/or Other Constituents, to establish an oil unit and/or units of any size or shape containing not more than one hundred sixty (160) acres for a vertical well and not more than 2560 acres for a horizontal well, and a gas unit or units of any size or shape containing not more than approximately six hundred forty (640) acres per unit for a vertical well and not more than 2560 acres for a horizontal well; provided, however, that if units larger than those permitted above, either at the time established or thereafter, are required, permitted, or allowed under any governmental rule or order to drill or operate a well in a regular location, to obtain the maximum allowable from any other reason, then the maximum unit size authorized hereby may be enlarged or reformed to conform to the size required, permitted, or allowed by such governmental rule or order. Lessee may enlarge the unit to any size, up to the maximum area permitted herein, and may reform said unit to include any other lease or leases, including after-acquired leases, within the general area. Lessee may create, enlarge, reform, reduce, vacate, or terminate the unit or units at the election of Lessee at any time, and from time to time and any number of times, during the continuance of this lease, either before or after Operations commence by recording a written declaration to that effect in the office of the Register of Deeds in the county or counties in which such unit is located. Such unit shall become effective on the date provided in the instrument, or the date filed of record if no such date is provided in the instrument. A unit established hereunder shall be effective for all purposes of this lease, whether or not all interests in the lands within the boundary of the unit are effectively pooled or unitized. Lessee shall have no duty to obtain effective pooling or unitization of all interests within the boundary of the unit. Any Operations conducted on any part of the lands pooled or unitized which contains any portion of said Land, regardless whether such Operations were commenced before or after the date of this lease or the effective date of the instrument creating the unit, shall be considered for all purposes, except the payment of royalties, to be Operations on said Land whether or not the well or wells are located on said Land. Production from the unitized area shall be allocated in the same proportion as the number of surface acres in said Land, which are included in the unit, bears to the total number of surface acres in the unit and royalties shall be paid based on the allocated production. If this lease now or hereafter covers separate tracts (any tract with royalty ownership differing from or hereafter, except as to any other part of said Land), no pooling or unitization of royalty interests as between any such separate tracts is intended or shall be implied or result merely from the inclusion of such separate tracts within this lease but Lessee shall nevertheless have the right to pool or unitize as provided in this paragraph with consequent allocation of production as herein provided.

(b) In addition to the rights to pool or unitize granted to the Lessee in Paragraph numbered 4 (a) above, for the purpose of promoting the development of hydrocarbon production from any formations, Lessee at any time, and from time to time during the life of this lease shall have the right and power as to all or any part or formation or strata of the land herein leased, without Lessor’s joinder, to unitize the same with other lands, formations, strata or leases covering lands in the same general area as the leased premises by combining the leasehold estate and Lessor’s royalty estate created by this lease with any other lease or leases, royalty or mineral estate in and under another tract or any number of other tracts of land, regardless of the ownership thereof, so as to create by the combination of such interests or any of them one or more unitized areas of such size and shape for the drilling and operation of one or more wells as determined by Lessee to be developed and operated by primary, secondary or tertiary methods as though such lands and interest were all included within the terms hereof and constituted a single oil, gas and mineral lease. All such production from such unitized area shall be divided or allocated among the various tracts comprising such unitized area based on a formula derived from parameters utilized by Lessee and recorded in a unitization agreement recorded in the office of the Register of Deeds in the county or counties in which such unit is located. The unitization agreement shall include other provisions designed to allow for Operations of the unitized area in an orderly manner. Any Operations conducted on any part of the unitized area which contains any portion of the said Land, regardless whether such Operations were commenced before or after the date of this lease or the effective date of the instrument creating the unit, shall be considered for all purposes, except the payment of royalties, to be Operations on the said Land whether or not the well or wells are located on said Land. Royalties payable from the unitized area shall be computed on the basis of the production allocated to the portion of said Land included within such unitized area.

5. Lessee may at any time or times execute and deliver to Lessor or to the office of the Register of Deeds in the county or counties in which such unit is located, a release or releases covering any portion
of said Land and/or portions of subsurface strata or stratum and thereby surrender this lease as to such portion and/or portion of subsurface strata or stratum and be relieved of all obligations as to the acreage, strata or stratum surrendered. Lessee shall retain rights of ingress and egress across and through any released portion and/or strata of this lease in order to have necessary access to that portion and/or strata of the leased premises which remains in force and on which Lessee continues to conduct Operations.

6. Lessee shall have the right, at any time during or after the expiration of this lease, to remove all property and fixtures placed by Lessee on said Land, including the right to draw and remove all casing. Upon Lessor's request and when reasonably necessary for utilization of the surface for some intended use by the Lessor, Lessee will bury all pipelines below ordinary plow depth.

7. The rights of either party hereunder may be assigned in whole or in part, and the provisions hereof shall extend to their heirs, successors and assigns; but no change or division in such ownership of said Land or royalties, however accomplished, shall operate to enlarge the obligation or diminish the right of Lessee. Notwithstanding any other actual or constructive knowledge of Lessee, no change or division in such ownership shall be binding on Lessee until forty-five (45) days after Lessee shall have been furnished, by registered U. S. mail at Lessee's principal place of business, with a certified copy of the instrument or instruments properly filed and recorded evidencing same to establish the validity of such change in ownership or division of interest in the opinion of Lessee or other evidence satisfactory to Lessee. If any such change in ownership occurs by reason of the death of the owner, Lessee may nevertheless, pay or tender royalties, or part thereof, to the credit of the decedent in a depository bank provided for above. In the event of assignment hereof in whole or in part, liability for breach of any obligation hereunder shall rest exclusively upon the owner of this lease or of a portion thereof who commits such breach. If six or more parties become entitled to royalty hereunder, Lessee may withhold payment thereof unless and until furnished with a recordable instrument, executed by all such parties, designating an agent to receive payment for all.

8. The breach by Lessee of any obligation arising hereunder shall not work a forfeiture or termination of this lease, nor cause a termination or reversion of the estate created hereby, nor be grounds for cancellation hereof in whole or in part. In the event Lessor considers that Operations are not at any time being conducted in compliance with this lease, Lessor shall notify Lessee in writing of the specific and detailed facts relied upon as constituting a breach hereof, and Lessee, upon receipt of such notice of any alleged breach, shall have sixty (60) days after receipt of such notice in which to commence the compliance with the obligations imposed by virtue of this instrument as specified in the notice. The service and sufficiency of said notice shall be precedent to the bringing of any action by Lessor under said lease for any cause, and no such action shall be brought until the lapse of sixty (60) days after service of such notice on Lessee. Neither the service of said notice nor the doing of any acts by Lessee aimed to meet all or any of the alleged breaches shall be deemed an admission or presumption that Lessee has failed to perform all its obligations hereunder. After the discovery of Oil and Gas and/or Other Constituents in paying quantities on said premises, Lessee shall reasonably develop the acreage retained hereunder; but, in discharging this obligation Lessee may, but shall not be required to, drill more than one well in each permitted unit, pooled unit or unitized area.

9. Lessor hereby warrants and agrees to defend the title to said Land and agrees that Lessee may, at its option, discharge any tax, mortgage, lien or other debt upon said Land, either in whole or in part; and, in the event Lessee does so, it shall be subrogated to such lien with the right to enforce same and apply royalties accruing hereunder toward satisfying same. When required by state, federal or other laws, Lessee may withhold taxes with respect to royalty and other payments hereunder and remit the amounts withheld to the applicable taxing authority for credit to Lessor. Without impairment of Lessee's rights under the warranty in event of failure of title, it is agreed that if Lessor owns an interest in the Oil and/or Gas and/or Other Constituents or by any other cause not reasonably within Lessee's control, this lease shall not terminate because of such prevention or delay, and at Lessee's option, the period of such prevention or delay shall be added to the term hereof. Lessee shall not be liable for breach of any express or implied covenants of this lease when drilling, production or other Operations are so prevented, delayed or interrupted, provided however, that no such rule, regulation, or order shall prevent Lessee from declaring or pooling an oil and/or natural gas development unit or units under the provisions contained herein larger than the well spacing, drilling or production unit prescribed or permitted by such rule, regulation or order.

10. (a) This lease shall be subject to all applicable federal and state laws, local ordinances, executive orders, rules or regulations, (provided, however, rules or regulations establishing drilling, spacing or production unit size and orientation shall not limit Lessee's pooling rights under Paragraph 4) and this lease shall not be terminated, in whole or in part, nor Lessee held liable in damages, for failure to comply therewith, if compliance is prevented by, or if such failure is the result of, any such law, order, rule or regulation. When drilling, reworking, production, completion or other Operations are prevented or delayed by such laws, rules, regulations or order, or by inability or delay in obtaining necessary approvals, licenses, permits, equipment, services, material, water, electricity, fuel, access or easements, or by fire, flood, adverse weather conditions, war, sabotage, rebellion, insurrection, riot, strike or labor disputes, or by inability to obtain a satisfactory market for Oil and Gas and/or Other Constituents or adverse market conditions or failure of purchasers or carriers to take or transport such Oil and Gas and/or Other Constituents, or by any other cause not reasonably within Lessee's control, this lease shall not terminate because of such prevention or delay, and at Lessee's option, the period of such prevention or delay shall be added to the term hereof. Lessee shall not be liable for breach of any express or implied covenants of this lease when drilling, production or other Operations are so prevented, delayed or interrupted, provided however, that no such rule, regulation, or order shall prevent Lessee from declaring or pooling an oil and/or natural gas development unit or units under the provisions contained herein larger than the well spacing, drilling or production unit prescribed or permitted by such rule, regulation or order.

(b) The specification of causes of force majeure herein enumerated shall not exclude other causes from consideration in determining whether Lessee has used reasonable diligence wherever
required in fulfilling any obligations or conditions of this lease, express or implied, and any delay of not more than six (6) months after termination of force majeure shall be deemed justified.

11. This lease states the entire contract between the parties, and no representation, covenant, or promise, whether implied, verbal, or written, on behalf of either party shall be binding unless contained herein; and this lease shall be binding upon each party executing the same and their successors, heirs, and assigns, regardless of whether or not executed by all persons above named as “Lessor”.

12. If at any time within the Primary Term of this lease and while the same remains in force and effect, Lessor receives any bona fide offer, acceptable to Lessor, to grant an additional lease (top lease) covering all or part of the aforesaid lands, Lessee shall have the continuing option, by meeting any such offer, to acquire such top lease. Any offer must be in writing, and must set forth the proposed lessee’s name, bonus consideration and royalty consideration to be paid for such lease, and include a copy of the lease form to be utilized, which form should reflect all pertinent and relevant terms and conditions of the top lease. Lessee shall have thirty (30) days after receipt from Lessor of a complete copy of any such offer, to advise Lessor in writing of its election to enter into an oil and gas lease with Lessor on equivalent terms and conditions. Upon receipt of such notice, Lessor shall execute and deliver such new lease and Lessee shall pay the bonus due upon receipt of such new lease. If Lessee fails to notify Lessor within the aforesaid thirty (30) day period of its election to meet any such bona fide offer, Lessor shall have the right to accept said offer.

13. This lease may, by the mutual written agreement of Lessor and Lessee, be extended as to all or part of the lands covered hereby for an additional primary term of five (5) years commencing on the date that the lease would have expired but for the extension. Lessee may exercise its option by paying or tendering to Lessor an extension payment equal to One Hundred percent (100%) of the per acre bonus payment paid to Lessor for the signing of this lease, for the land then covered by the extended lease, said bonus to be paid or tendered to Lessor in the same manner as provided herein with regard to the payment of shut-in royalties. If Lessee exercises this option, the Primary Term of this lease shall be considered to be continuous, commencing on the date of the lease and continuing from that date to the end of the extended primary term. Lessee’s option shall expire on the first to occur of the following: (a) the termination or expiration of this lease or (b) the second anniversary of the expiration of the Primary Term stated in Paragraph number 1 above.

14. Lessor agrees that Lessee shall have no obligation to record this Oil, Gas, and Mineral Lease with the Register of Deeds; however, this Oil, Gas, and Mineral Lease may be identified in a Memorandum of Oil, Gas, and Mineral Lease signed by Lessee that will be filed of record with the office of the Register of Deeds in the county or counties in which said Land is located.

15. If any provision of this lease shall, for any reason, held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect the other provisions herein.

16. Notwithstanding any representations stated herein below, this lease has been prepared after negotiations between the parties and, in the result of any ambiguity, no weight shall be given in favor of or against either the Lessor or Lessee in resolving such ambiguity on account of that party’s drafting of this lease, or any specific provision herein.

Executed as of the day and year first above written.

LESSOR:

MID-MICHIGAN COMMUNITY COLLEGE

Christine Hammond, Its President

STATE OF MICHIGAN ) )ss: (Individual Acknowledgment)
COUNTY OF CLARE )

The foregoing instrument was acknowledged before me this_______ day of____________, 2015, by Christine Hammond, President of Mid-Michigan Community College.

My commission expires: July 15, 2017

Robert W. Devine, Jr.
Notary Public

Notary in Kent County, Michigan
Acting in Clare County, M
EXHIBIT “A”

This Exhibit “A” is attached to and made part of a certain Oil, Gas and Mineral Lease dated __________, 2015 by and between Mid-Michigan Community College whose address is 1375 S. Clare Ave., Harrison, Michigan 48625, as Lessor and Marathon Oil Company whose address is 5555 San Felipe, Houston, Texas 77056-2701, as Lessee.


1. Lessee agrees to defend, indemnify and hold harmless Lessor from all claims, demands, costs and causes of action against Lessor arising out of the gross negligence of Lessee, its employees, agents, representatives and contractors, directly related to its Operations on the leased premises.

2. Notwithstanding anything to the contrary contained in Article 2 of this lease;

A. Should oil be produced from any well, the gross proceeds of sale of lease products of such oil shall be free to the Lessor of any cost to whichever point is first encountered: 1) the point of sale to an independent nonaffiliated third party purchaser; or 2) to an affiliated purchaser, provided the sale is at prevailing market rates; or 3) the point of entry into an independent nonaffiliated third party owned pipeline system; or 4) the point of entry into an affiliate owned pipeline system, provided transportation rates are at prevailing market rates.

B. Should gas, including casinghead gas, be produced and saved from any well, the gross proceeds of sale of lease products of said gas shall be free to the Lessor of any cost to whichever point is first encountered: 1) the point of entry into a facility to remove CO2, H2S, N2 or obtain plant products, or 2) the point of entry into an independent nonaffiliated third party owned pipeline system; or 3) the point of entry into a pipeline system owned by a gas distribution company, or any subsidiary of such gas distribution company which is regulated by the Michigan Public Service Commission; or 4) the point of entry into an affiliated pipeline system, if the rates charged by such pipeline system have been approved by the Michigan Public Service Commission, or if the rates charged are reasonable, as compared to independent pipeline systems, based on such pipeline system's location, distance, cost of service and other pertinent factors.

C. The Lessee agrees that all royalties accruing to the Lessor herein shall be without deduction of any costs incurred by the Lessee except as set forth in Sub-Paragraph 2(B) above. The Lessor is not liable for any taxes incurred by the Lessee and no deduction may be taken for any tax in computing the royalty. Lessor's royalty is to be free and clear of all costs, claims, charges and expenses of any nature, except as herein provided in Sub-Paragraph 2(B) above, and except for the reasonable costs of CO2, H2S and N2 removal, there shall be no deduction for the cost of gathering, separating, dehydrating, compressing or treating the gas to make it marketable. Unless otherwise specifically agreed in writing, there shall be no deduction for transportation costs prior to entry of gas into a pipeline system as set forth in Sub-Paragraph 2(B) (2) through (4).

3. This Lease covers Oil and Gas and Other Constituents that are produced through the same wellbore(s) as the production of oil, gas, associated hydrocarbons and other related non-hydrocarbon substances produced as a by-product therewith, only. This Lease does not grant the right to mine for gravel, coal, lignite or other hard rock minerals by any means, by way of example: strip mining, surface mining and pit mining or other methods.

Prepared by: Robert W. Devine, Jr., P.O. Box 301, Jackson, Michigan 49204
Return to: Clayton Energy Company, P.O. Box 301, Jackson, Michigan 49204
OIL, GAS AND MINERAL NON-DEVELOPMENT LEASE  
(PAID-UP LEASE)

This Oil, Gas and Mineral Non-development Lease, made and entered into this ______ day of October, 2015, is by and between Mid-Michigan Community College whose address is 1375 S, Clare Ave., Harrison, Michigan 48625, (hereinafter referred to as “Lessor”) and Marathon Oil Company whose address is 5555 San Felipe, Houston, Texas 77056-2701 (hereinafter referred to as “Lessee”).

For and in consideration of one or more dollars paid in hand and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Lessor hereby grants, demises, leases, and lets exclusively unto Lessee for the purposes of (i) investigating, exploring, prospecting, drilling, mining, completing, equipping, developing, and operating for, and producing, (a) any oil, natural gas, distillate, casinghead gas, condensate, and all other associated hydrocarbons of whatsoever nature or kind, (hereinafter referred to as “Oil and Gas”) (b) any other non-hydrocarbon substances necessarily produced with the Oil and Gas stream, including without limitation water, brine, carbon dioxide, sulphur or by-products resulting from the aforementioned activities (hereinafter referred to as “Other Constituents”), and (ii) all ancillary activities related to the activities described above, without limitation conducting secondary, tertiary, and other recovery operations, conducting geophysical, seismic, drilling stratigraphic test wells, coring and other exploration activities, injecting gases, fluids, and other substances into subsurface strata, establishing and utilizing facilities for the disposition of Other Constituents, laying pipelines, storing Oil and Gas and/or Other Constituents, temporarily housing its employees, drilling and operating water wells for Operations, building and operating roads, tanks, ponds, power stations, electrical lines and poles, communication towers, compressors, and other structures and things thereon to produce, save, take care of, treat, process, store, dispose of, and transport said Oil and Gas, Other Constituents and water, from the following described land and from any pool or unit established pursuant to Paragraph 4 hereof, together with any vested or contingent reversionary rights and after-acquired interest, whether by operation of statute or by conveyancing document, therein situated in the County of Clare, State of Michigan, to-wit:

Township 18 North, Range 4 West

Section 11: All of Section 11, except the E ⅔ of the SE 1/4

Tax Parcel No. 011-011-100-01

See Exhibit “A”

Containing 560 acres, more or less, and all lands and interests therein contiguous or appurtenant to the land specifically described above that are owned or claimed by Lessor, or to which Lessor has a preference right of acquisition, including but not limited to all lands and interests based on accretion or avulsion, all lands underlying all alleys, streets, roads or highways and all riparian or submerged lands along and/or underlying any rivers, lakes or other bodies of water, although not included within the boundaries of the land particularly described above. It is the intent to lease all of Lessor's interest in the above-described lands located in Section 11, Township 18 North, Range 4 West, Hatton Township, Clare, County, Michigan. The lands covered by this lease shall be hereinafter referred to as said Land.

Notwithstanding the foregoing, for the avoidance of doubt, this lease is a non-development oil and gas lease and Lessor shall not conduct any operations on the surface of the Land; provided however, Lessor’s use of the surface of such Land for its Operations, as such term is hereinafter defined, shall be limited to that certain ten (10) acres legally described as the NW NE NE of said Section 11 as the sole development parcel for Lessor’s surface Operations. (Development Parcel) and, Lessor shall not commence, without the prior written consent of Lessor, any surface Operations on the remaining acres covered by this lease. For the avoidance of doubt, nothing hereinafter the preceding sentence shall restrict Lessee from developing all portions of the Land by pooling or utilizing with other lands as provided herein, or by directionally or horizontal drilling commenced from a surface location on the Development Parcel or neighboring lands. Lessor agrees to execute any lease amendment requested by Lessee for a more complete or accurate description of said Land and such amendment shall include words of present lease and grant.

For the considerations stated above, Lessor and Lessee by its acceptance hereof agree as follows:

1. Subject to the other provisions contained in this lease, this lease shall be for a term of five (5) years from the date first written above (hereinafter referred to as the “Primary Term”) and as long
thereafter as further “Operations”, as defined in this paragraph, are conducted on said Land or lands pooled or unitized therewith. If Operations are commenced on said Land or lands or leases pooled or unitized therewith prior to the end of the Primary Term, then this lease shall not terminate until all Operations on said Land or lands or leases pooled or unitized therewith are discontinued for one hundred eighty (180) consecutive days. The word “Operations” as used herein shall include without limitation any of the following: producing, treating, processing, storing or transporting Oil and Gas (whether or not in paying quantities); any act preparatory to drilling (such as obtaining permits, surveying, staking, clearing, constructing or maintaining any drillsite location or access road, hauling equipment or supplies, etc.); drilling, testing, completing, equipping, reworking, recompleting, deepening, sidetracking, plugging back, maintaining, protecting or repairing of a well; any other actions conducted in search for or in an endeavor to obtain, restore, maintain or improve production of Oil and Gas.

2. Lessee covenants and agrees to pay the following royalties: (a) To deliver to the credit of Lessor into tank reservoirs or into the pipeline to which Lessee may connect its wells, one-sixth (1/6th) of the oil, condensate, and distillate produced and saved from said Land, Lessor’s interest to bear one-sixth (1/6th) of the cost of treating same to render it marketable, or from time to time, at the option of Lessee, Lessee may sell the oil, condensate, and distillate produced and saved from said Land and pay Lessor one-sixth (1/6th) of the net amount realized by Lessee, computed at the wellhead; (b) To pay Lessor on natural gas or casinghead gas produced from said Land and sold by Lessee, one-sixth (1/6th) of the net amount realized by Lessee, computed at the wellhead; (c) To pay Lessor one-sixth (1/6) of the net amount realized by Lessee, computed at the wellhead, from the sale of all Other Constituents, produced and saved from said Land. As used in this lease, the term “net amount realized by Lessee, computed at the wellhead” shall mean the gross proceeds received by Lessee from the sale of Oil and Gas and/or Other Constituents minus post-production costs incurred by Lessee between the wellhead and the point of sale. As used in this lease, the term “post-production costs” shall mean all cost and expense of (a) treating and processing Oil and Gas to separate or remove Oil, gas, carbon dioxide, hydrogen sulfide and nitrogen, and (b) separating liquid hydrocarbons from any gas, other than condensate separated at the well, and (c) transporting Oil and Gas and/or Other Constituents, including but not limited to transportation between the wellhead and any production, processing, refining, or treating facilities, and transportation to the point of sale, and (d) compressing any Oil and Gas and/or Other Constituents for gathering, processing, transportation, delivery, or disposal purposes, and (e) metering Oil and Gas and/or Other Constituents to determine the amount sold and/or the amount used by Lessor, and (f) sales charges, commissions and fees paid to third parties (whether or not affiliated) in connection with the sale of the Oil and Gas and/or Other Constituents, and (g) any and all other costs and expenses of any kind or nature incurred in regard to the Oil and Gas and/or Other Constituents, or the handling thereof, between the wellhead and the point of sale. Lessee may use its own pipelines and equipment to provide such treating, processing, separating, transportation, compression and metering services, or it may engage others to provide such services; and if Lessee uses its own pipelines and/or equipment, post-production costs shall include reasonable depreciation and amortization expenses relating to such facilities, together with Lessee’s cost of capital and a reasonable return on its investment in such facilities. Prior to payment of royalty, Lessor shall execute a Division Order certifying Lessor’s interest in the Oil and Gas and/or Other Constituents. Lessee may pay all taxes and fees levied upon the Oil and Gas and/or Other Constituents produced, including, without limitation, severance taxes and privilege and surveillance fees, and deduct a proportionate share of the amount so paid from any monies payable to Lessor hereunder. Lessee shall have the right, but not the obligation, to market and sell all Oil and Gas to third party or any Other Constituents therewith to the third parties, in such a manner and at such absolute discretion. In lieu of any implied covenant to market, Lessee expressly agrees to market Oil and Gas produced from Lessee’s wells located on said Land or on land pooled or unitized therewith, but Lessee does not covenant or agree to store, reinject, or recycle Oil and Gas and/or Other Constituents, to market under terms, conditions or circumstances which in Lessee’s judgment are uneconomic or otherwise unsatisfactory, or to bear more than Lessee’s revenue interest share of the cost and expense incurred to make the Oil and Gas and/or Other Constituents marketable. Lessee shall have free use of Oil and Gas, Other Constituents and water wells drilled by Lessee, for Operations hereunder, whether Operations are conducted on said Lands, lands pooled or unitized therewith or on other lands.

3. If at the expiration of the Primary Term or at any time or times after the Primary Term herein, there is a well or wells on said Land, or lands or leases pooled or unitized therewith, capable of producing Oil and Gas and/or Other Constituents or log or testing results indicate that a well that has been drilled to its total depth will be capable of producing Oil and Gas and/or Other Constituents upon final completion on said Land or leases or leases pooled therewith but said wells or wells produced or to be produced on said Land or leases or leases pooled therewith but said wells are not being sold or used and this lease is not then being maintained by Operations or otherwise, this lease shall not terminate, (unless released by the Lessee), and it shall nevertheless be considered that Oil and Gas and/or Other Constituents is being produced from said Land within the meaning of paragraph 1 herein. However, in this event, Lessee shall pay or tender as shut-in royalty to Lessor, in the US Mail to Lessor’s address above, regardless of changes in ownership of said Land or shut-in royalty payments, a sum determined by multiplying one dollar ($25.00) per acre for each acre then covered by this lease, provided, however, in the event said well is located on a unit comprised of all or a portion of said Land and other land or leases, Lessee shall pay or tender as shut-in royalty a sum determined by multiplying one dollar ($25.00) per acre for each acre of said Land included in such unit on which said shut-in well is located. If such bank (or any successor bank) should fail, liquidate, or be succeeded by another bank or for any reason fail or refuse to accept such payment, Lessee shall re-tender such payment within thirty (30) days following receipt from Lessor of a proper recordable instrument naming another bank as agent to receive such payment or tender. Such shut-in royalty payment shall be made on or before the expiration of the one hundred eighty (180) consecutive days after (a) the expiration of the Primary Term, or (b) the last date of
Operations on any well, located on said Land, or lands or leases pooled or unitized therewith, or (c) the date this lease is included in a unit on which a well has been previously shut-in, or (d) the date this lease ceases to be otherwise maintained, whichever be the later date. It is understood and agreed that no shut-in royalty payments shall be due during the Primary Term. In like manner and upon like payments or tenders on or before the next ensuing anniversary of the due date for said payment, the Lessee shall continue to pay such shut-in royalty for successive periods of one (1) year each until such time as this lease is maintained by Operations. However, if Operations cease on any well, located on said Land, or lands or leases pooled or unitized therewith during the applicable 180 day period, a shut-in royalty payment shall not be required or, if a shut-in royalty payment is tendered, no additional shut-in payment will be due until the next ensuing anniversary of the due date for said tendered payment regardless of how many times Operations may be commenced and shut-in during such one (1) year period. As long as any well is shut-in, it shall be considered for the purposes of maintaining this lease in force that Operations on this lease shall continue in effect both before and after the Primary Term. Lessee’s failure to pay or tender or to properly or timely pay or tender any royalty or shut-in royalty shall render Lessee liable for the amount due but it shall not operate to terminate this lease. Lessee agrees to use reasonable diligence to produce, utilize or market the Oil and Gas and/or Other Constituents capable of being produced from said wells, but in the exercise of such diligence, Lessee shall not be obligated to install or furnish facilities, other than well facilities and ordinary lease facilities of flowline, separator, and lease tank, and shall not be required to settle labor trouble or to market Oil and Gas and/or Other Constituents upon terms unacceptable to Lessee. If at any time Lessee pays or tenders royalty or shut-in royalty as herein provided, and two (2) or more parties are, or claim to be, entitled to receive same, Lessee may, in lieu of any other method of payment herein provided, pay or tender such royalty or shut-in royalty, in the manner above specified, either jointly to such parties or separately to each in accordance with their respective ownerships thereof, as Lessee may elect.

4. (a) Lessee is hereby granted the rights to pool or unitize said Land, or any part of said Land, with other lands, as to Oil and Gas and Other Constituents or horizons, to establish an oil unit and/or units of any size or shape containing not more than one hundred sixty (160) acres for a vertical well and not more than 2560 acres for a horizontal well, and a gas unit or units of any size or shape containing not more than approximately six hundred forty (640) acres per unit for a vertical well and not more than 2560 acres for a horizontal well; provided, however, that if units larger than those permitted above, either at the time established or thereafter, are required, permitted, or allowed under any governmental rule or order to drill or operate a well at a regular location, to obtain the maximum allowable from any well or for any other reason, then the maximum unit size authorized hereby may be enlarged or reformed to conform to the size required, permitted, or allowed by such governmental rule or order. Lessee may enlarge the unit to any size, up to the maximum area permitted herein, and may reform said unit to include any other lease or leases, including after-acquired leases, within the general area. Lessee may create, enlarge, reduce, vacate, or terminate the unit or units at the election of Lessee at any time, and from time to time and any number of times, during the continuance of this lease, either before or after Operations commence by recording a written declaration to that effect in the office of the Register of Deeds in the county or counties in which such unit is located. Such unit shall become effective on the date provided in the instrument, or the date filed of record if no such date is provided in the instrument. A unit established hereunder shall be effective for all purposes of this lease, whether or not all interests in the lands within the boundary of the unit are effectively pooled or unitized. Lessee shall have no duty to obtain effective pooling or unitization of all interests within the boundary of the unit. Any Operations conducted on any part of the lands pooled or unitized which contains any portion of said Land, regardless whether such Operations were commenced before or after the date of this lease or the effective date of the instrument creating the unit, shall be considered for all purposes, except the payment of royalties, to be Operations on said Land whether or not the well or wells are located on said Land. Production from the unitized area shall be allocated in the same proportion as the number of surface acres in said Land, which are included in each separate area, to the total number of surface acres and the number of separate areas of the allocated production. If this lease now or hereafter covers separate tracts (any tract with royalty ownership differing, now or hereafter, either as to parties or amounts, from that as to any other part of said Land), no pooling or unitization of royalty interests as between any such separate tracts is intended or shall be implied or result merely from the inclusion of such separate tracts within this lease but Lessee shall nevertheless have the right to pool or utilize as provided in this paragraph with consequent allocation of production as herein provided.

(b) In addition to the rights to pool or unitize granted to the Lessee in Paragraph numbered 4 (a) above, for the purpose of promoting the development of hydrocarbon production from any formations, Lessee at any time, and from time to time during the life of this lease shall have the right and power as to all or any part or formation or strata of the land herein leased, without Lessee’s joinder, to utilize the same with other lands, formations, strata or leases covering lands in the same general area as the leased premises by combining the leasehold estate and Lessee’s royalty estate created by this lease with any other lease or leases, royalty or mineral estate in and under another tract or any number of other tracts of land, regardless of the ownership thereof, so as to create by the combination of such interests or any of them one or more unitized areas of such size and shape for the drilling and operation of one or more wells as determined by Lessee to be developed and operated by primary, secondary or tertiary methods as though such lands and interest were all included within the terms hereof and constituted a single oil, gas and mineral estate. All such production from such divided or allocated areas shall be divided among the various tracts comprising such unitized area based on a formula derived from parameters established by Lessee and incorporated in a unitization agreement recorded in office of the Register of Deeds in the county or counties in which such unit is located. The unitization agreement shall include other provisions designed to allow for Operations of the unitized area in an orderly manner. Any Operations conducted on any part of the unitized area which contains any portion of the said Land, regardless whether such
Operations were commenced before or after the date of this lease or the effective date of the instrument creating the unit, shall be considered for all purposes, except the payment of royalties, to be Operations on the said Land whether or not the well or wells are located on said Land. Royalties payable from the unviolated area shall be computed on the basis of the production allocated to the portion of said Land included within such unviolated area.

5. Lessee may at any time or times execute and deliver to Lessor or to the office of the Register of Deeds in the county or counties in which such unit is located, a release or releases covering any portion of said Land and/or portions of subsurface strata or stratum and thereby surrender this lease as to such portion and/or portion of subsurface strata or stratum and be relieved of all obligations as to the acreage, strata or stratum surrendered. Lessee shall retain rights of ingress and egress across and through any released portion and/or strata of this lease in order to have necessary access to that portion and/or strata of the leased premises which remains in force and on which Lessee continues to conduct Operations.

6. Lessee shall have the right, at any time during or after the expiration of this lease, to remove all property and fixtures placed by Lessee on said Land, including the right to draw and remove all casing. Upon Lessor’s request and when reasonably necessary for utilization of the surface for some intended use by the Lessor, Lessee will bury all pipelines below ordinary plow depth.

7. The rights of either party hereunder may be assigned in whole or in part, and the provisions hereof shall extend to their heirs, successors and assigns; but no change or division in such ownership of said Land or royalties, however accomplished, shall operate to enlarge the obligation or diminish the right of Lessee. Notwithstanding any other actual or constructive knowledge of Lessee, no change or division in such ownership shall be binding on Lessee until forty-five (45) days after Lessee shall have been furnished, by registered U. S. mail at Lessee’s principal place of business, with a certified copy of the instrument or instruments property filed and recorded evidencing same to establish the validity of such change in ownership or division of interest in the opinion of Lessee or other evidence satisfactory to Lessee. If any such change in ownership occurs by reason of the death of the owner, Lessee may nevertheless, pay or tender royalties, or part thereof, to the credit of the decedent in a depository bank provided for above. In the event of assignment hereof in whole or in part, liability for breach of any obligation hereunder shall rest exclusively upon the owner of this lease or of a portion thereof who commits such breach. If six or more parties become entitled to royalty hereunder, Lessee may withhold payment thereof unless and until furnished with a recordable instrument, executed by all such parties, designating an agent to receive payment for all.

8. The breach by Lessee of any obligation arising hereunder shall not work a forfeiture or termination of this lease, nor cause a termination or reversion of the estate created hereby, nor be grounds for cancellation hereof in whole or in part. In the event Lessor considers that Operations are not at any time being conducted in compliance with this lease, Lessor shall notify Lessee in writing of the specific and detailed facts relied upon as constituting a breach hereof, and Lessee, upon receipt of such notice of any alleged breach, shall have sixty (60) days after receipt of such notice in which to commence the compliance with the obligations imposed by virtue of this instrument as specified in the notice. The service and sufficiency of said notice shall be precedent to the bringing of any action by Lessor under said lease for any cause, and no such action shall be brought until the lapse of sixty (60) days after service of such notice on Lessee. Nor shall the service of said notice nor the doing of any acts by Lessee aimed to meet all or any of the alleged breaches shall be deemed an admission or presumption that Lessee has failed to perform all its obligations hereunder. After the discovery of Oil and Gas and/or Other Constituents in paying quantities on said premises, Lessee shall reasonably develop the acreage retained hereunder; but, in discharging this obligation Lessee may, but shall not be required to, drill more than one well in each permitted unit, pooled unit or unitized area.

9. Lessor hereby warrants and agrees to defend the title to said Land and agrees that Lessee may, at its option, discharge any tax, mortgage, lien or other debt upon said Land, either in whole or in part; and, in the event Lessee does so, it shall be subrogated to such lien with the right to enforce same and apply royalties accruing hereunder toward satisfying same. When required by state, federal or other laws, Lessee may withhold taxes with respect to royalty and other payments hereunder and remit the amounts withheld to the applicable taxing authority for credit to Lessor. Without impairment of Lessor’s rights under the warranty in event of failure of title, it is agreed that if Lessor owns an interest in the Oil and Gas and/or Other Constituents on, in or under said Land less than the entire fee simple estate, then the shut-in royalties and royalties to be paid Lessor shall be reduced proportionately.

10. (a) This lease shall be subject to all applicable federal and state laws, local ordinances, executive orders, rules or regulations, (provided, however, rules or regulations establishing drilling, spacing or production unit size and orientation shall not limit Lessee’s pooling rights under Paragraph 4) and the lease shall not be terminated, in whole or in part, nor Lessee held liable in damages, for failure to comply therewith, if compliance is prevented by, or if such failure is the result of, any such law, order, rule or regulation. When drilling, reworking, production, completion or other Operations are prevented or delayed by such laws, rules, regulations or order, or by inability or delay in obtaining necessary approvals, licenses, permits, equipment, services, material, water, electricity, fuel, access or easements, or by fire, flood, adverse weather conditions, war, sabotage, rebellion, insurrection, riot, strike or labor disputes, or by inability to obtain a satisfactory market for Oil and Gas and/or Other Constituents or adverse market conditions or failure of purchasers or carriers to take or transport such Oil and Gas and/or Other Constituents, or by any other cause not reasonably within Lessee’s control, this lease shall not terminate because of such prevention or delay, and at Lessee’s option, the period of such prevention or delay shall be added to the term hereof. Lessee shall not be liable for breach of any express or implied
covenants of this lease when drilling, production or other Operations are so prevented, delayed or interrupted, provided however, that no such rule, regulation, or order shall prevent Lessee from declaring or pooling an oil and/or natural gas development unit or units under the provisions contained herein larger than the well spacing, drilling or production unit prescribed or permitted by such rule, regulation or order.

(b) The specification of causes of force majeure herein enumerated shall not exclude other causes from consideration in determining whether Lessee has used reasonable diligence wherever required in fulfilling any obligations or conditions of this lease, express or implied, and any delay of not more than six (6) months after termination of force majeure shall be deemed justified.

11. This lease states the entire contract between the parties, and no representation, covenant, or promise, whether implied, verbal, or written, on behalf of either party shall be binding unless contained herein; and this lease shall be binding upon each party executing the same and their successors, heirs, and assigns, regardless of whether or not executed by all persons above named as “Lessor”.

12. If at any time within the Primary Term of this lease and while the same remains in force and effect, Lessor receives any bona fide offer, acceptable to Lessor, to grant an additional lease (top lease) covering all or part of the aforesaid lands, Lessee shall have the continuing option, by meeting any such offer, to acquire such top lease. Any offer must be in writing, and must set forth the proposed lessee’s name, bonus consideration and royalty consideration to be paid for such lease, and include a copy of the lease form to be utilized, which form should reflect all pertinent and relevant terms and conditions of the top lease. Lessee shall have thirty (30) days after receipt from Lessor of a complete copy of any such offer, to advise Lessor in writing of its election to enter into an oil and gas lease with Lessor on equivalent terms and conditions. Upon receipt of such notice, Lessor shall execute and deliver such new lease and Lessee shall pay the bonus due upon receipt of such new lease. If Lessee fails to notify Lessor within the aforesaid thirty (30) day period of its election to meet any such bona fide offer, Lessor shall have the right to accept said offer.

13. This lease may, by the mutual written agreement of Lessor and Lessee, be extended as to all or part of the lands covered hereby for an additional primary term of five (5) years commencing on the date that the lease would have expired but for the extension. Lessee may exercise its option by paying or tendering to Lessor an extension payment equal to One Hundred percent (100%) of the per acre bonus payment paid to Lessor for the signing of this lease, for the land then covered by the extended lease, said bonus to be paid or tendered to Lessor in the same manner as provided herein with regard to the payment of shut-in royalties. If Lessee exercises this option, the Primary Term of this lease shall be considered to be continuous, commencing on the date of the lease and continuing from that date to the end of the extended primary term. Lessee’s option shall expire on the first to occur of the following: (a) the termination or expiration of this lease or (b) the second anniversary of the expiration of the Primary Term stated in Paragraph numbered 1 above.

14. Lessor agrees that Lessee shall have no obligation to record this Oil, Gas, and Mineral Lease with the Register of Deeds; however, this Oil, Gas, and Mineral Lease may be identified in a Memorandum of Oil, Gas, and Mineral Lease signed by Lessee that will be filed of record with the office of the Register of Deeds in the county or counties in which said Land is located.

15. If any provision of this lease shall, for any reason, held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect the other provisions herein.

16. Notwithstanding any representations stated herein below, this lease has been prepared after negotiations between the parties and, in the result of any ambiguity, no weight shall be given in favor of or against either the Lessor or Lessee in resolving such ambiguity on account of that party’s drafting of this lease, or any specific provision herein.

17. The parties shall execute a mutually agreeable right of way prior to Lessee installing or laying any pipelines across any portion of said Land other than the Development Parcel. Lessee and/or its assigns may use said Land or any part thereof, to pool or communitize with other land to comprise a Unit or, directionally drill under said Land from adjoining property to comprise a Unit, pursuant to the terms of this lease.
Executed as of the day and year first above written.

LESSOR:

MID-MICHIGAN COMMUNITY COLLEGE

Christine Hammond, Its President

STATE OF MICHIGAN  )  ss: (Individual Acknowledgment)
COUNTY OF CLARE   )

The foregoing instrument was acknowledged before me this day of October, 2015, by Christine Hammond, President of Mid-Michigan Community College.

My commission expires: July 15, 2017

Robert W. Devine, Jr.
Notary Public

Notary in Kent County, Michigan
Acting in Clare County, M
EXHIBIT "A"

This Exhibit “A” is attached to and made part of a certain Oil, Gas and Mineral Non-development Lease dated October 1, 2015 by and between Mid-Michigan Community College whose address is 1375 S. Clare Ave., Harrison, Michigan 48625, as Lessor and Marathon Oil Company whose address is 5555 San Felipe, Houston, Texas 77056-2701, as Lessee.

NOTWITHSTANDING ANYTHING TO THE CONTRARY IN THE LEASE, IF THE TERMS AND CONDITIONS OF THIS EXHIBIT "A" CONFLICT WITH THE TERMS AND CONDITIONS OF THIS EXHIBIT “A” SHALL CONTROL:

1. Lessee shall construct or install all well sites, access roads and pipeline right-of-way in a manner which would minimize any related soil erosion. Also, Lessee agrees to construct and maintain fences around the perimeter of the Development Parcel and install a gate, or gates in said fence, with reasonably appropriate locking mechanisms which shall remain closed and locked at all times as is reasonably practical for the typical and ordinary operations of a reasonably prudent operator. All related surface reclamation shall be done in a manner which restores said Land as nearly too original contours as reasonably practical in the sole discretion of Lessee.

2. Lessee agrees to defend, indemnify and hold harmless Lessor from all claims, demands, costs and causes of action against Lessor arising out of the gross negligence of Lessee, its employees, agents, representatives and contractors, directly related to its Operations on the leased premises.

3. Provided that Lessor is the current surface owner of said lands at the time of Lessee’s surface Operations, Lessee agrees to pay Lessor, at a reasonable rate, for all surface damages caused by Lessee’s Operations to growing crops, trees and timber.

4. Notwithstanding anything to the contrary contained in Article 2 of this lease;

A. Should oil be produced from any well, the gross proceeds of sale of lease products of such oil shall be free to the Lessor of any cost to whichever point is first encountered: 1) the point of sale to an independent nonaffiliated third party purchaser; or 2) to an affiliated purchaser, provided the sale is at prevailing market rates; or 3) the point of entry into an independent nonaffiliated third party owned pipeline system; or 4) the point of entry into an affiliated owned pipeline system, provided transportation rates are at prevailing market rates.

B. Should gas, including casinghead gas, be produced and saved from any well, the gross proceeds of sale of lease products of said gas shall be free to the Lessor of any cost to whichever point is first encountered: 1) the point of entry into a facility to remove CO2, H2S, N2 or obtain plant products, or 2) the point of entry into an independent nonaffiliated third party owned pipeline system; or 3) the point of entry into a pipeline system owned by a gas distribution company, or any subsidiary of such gas distribution company which is regulated by the Michigan Public Service Commission; or 4) the point of entry into an affiliated pipeline system, if the rates charged by such pipeline system have been approved by the Michigan Public Service Commission, or if the rates charged are reasonable, as compared to independent pipeline systems, based on such pipeline system’s location, distance, cost of service and other pertinent factors.

C. The Lessee agrees that all royalties accruing to the Lessor herein shall be without deduction of any costs incurred by the Lessee except as set forth in Sub-Paragraph 42(B) above. The Lessor is not liable for any taxes incurred by the Lessee and no deduction may be taken for any tax in computing the royalty. Lessor’s royalty is to be
free and clear of all costs, claims, charges and expenses of any nature, except as herein provided in Sub-Paragraph 42(B) above, and except for the reasonable costs of CO2, H2S and N2 removal, there shall be no deduction for the cost of gathering, separating, dehydrating, compressing or treating the gas to make it marketable. Unless otherwise specifically agreed in writing, there shall be no deduction for transportation costs prior to entry of gas into a pipeline system as set forth in Sub-Paragraph 42(B) (2) through (4).

5. Should an oil and gas well be drilled within five hundred (500) feet of the Lessor’s water sources on the leased premises, Lessor shall notify Lessor at least thirty (30) days prior to commencement of drilling operations of the well. At that time, Lessor, through an independent professional of its choosing and at its own expense, shall offer to Lessor to acquire samples from the water sources on the leased premises. Should Lessor accept the offer to acquire the requested water samples and the samples were acquired and should Lessor experience a material adverse change in the quality of Lessor’s water supply during or immediately after Lessor’s drilling operations, Lessor shall, within 24 hours of Lessor’s written request, sample Lessor’s water supply or allow the same independent professional to sample the Lessor’s water supply. Should these samples reflect a material adverse change in the water quality and the Michigan DEQ determines its cause is as a result of Lessor’s drilling operations, Lessor agrees to provide Lessor with potable water until such time, not to exceed 45 days, as Lessor’s water source has been repaired or replaced with a source of substantially similar quality, as existed prior to pre-drilling conditions, whether by repairing Lessor’s existing well or by drilling a new well or providing public water. Lessor shall assume all expenses incurred to repair Lessor’s existing well or to provide a new well or provide a connection for public water and all damages to Lessor’s property. If Lessor experiences a material adverse change in the quality of Lessor’s water supply, Lessor shall pay all expenses associated with the sampling and testing until Lessor’s water quality is restored to pre-drilling conditions.

63. This Lease covers Oil and Gas and Other Constituents that are produced through the same wellbore(s) as the production of oil, gas, associated hydrocarbons and other related non-hydrocarbon substances produced as a by-product therewith, only. This Lease does not grant the right to mine for gravel, coal, lignite or other hard rock minerals by any means, by way of example: strip mining, surface mining and pit mining or other methods.
Agenda Item V-A: Correspondence and Announcements

Board Consideration: Information

Background:

1. Attached is a thank you note from the Warner family.

2. MMCC has entered into an articulation agreement with Bellevue University. Attached is a copy of the agreement.

3. Attached is a letter to Senator Emmons, Senator Stamas, and Representative Johnson concerning the “Dark Stores Legislation” signed by Clare Gladwin RESD Superintendent, Sheryl Presler and MMCC President Christine M. Hammond, Ph.D.

4. Announcements may be made at this time.

Recommendation:

None.
WITH GRATEFUL HEARTS, THE FAMILY OF

Coloma LaRae Warner

WILL ALWAYS REMEMBER YOUR KIND

EXPRESSION OF SYMPATHY

The Warner Family
William (Debra)
Harry
Glenda
Coloma LaRae (Leitner) Warner
December 29, 1924 – October 13, 2015

Coloma LaRae (Leitner) Warner passed away peacefully on Tuesday, October 13, 2015 at Woodland Hospice Morey Bereavement Center, Mt. Pleasant, Michigan. Coloma was born December 29, 1924 in Clare County to Estle and Vesta (Newman) Leitner in a tenant house on the Cornwall Ranch, where her father was employed. Attending was Dr. Clute who drove his horse and buggy from Clare thru snow drifts on that cold, winter night. While Coloma was an infant, Estle died. Later, a loving step-father, Glen Lower, provided their home in the Brown Corner Community.

Early school days were spent at the one-room country school. Then, Coloma attended Clare High School, graduating in 1941. This was followed by a two-year pre-nursing program at Huntington College, Huntington, Indiana, where she met her future husband, William Lee Warner. She then attended Nursing School at the Henry Ford Hospital, Detroit, Michigan, graduating and becoming a Registered Nurse in 1946. At that time, the senior Fords, Henry and Clara, personally presented diplomas and pins to each of the graduates.

Marriage of Coloma and William took place at the U.S. Army Air Force Base Chapel in Charleston, S. C. on October 10, 1944, after which William served as a B-24 Bomber Pilot in Europe. Following World War II, the Warners resided in West Lafayette and Fort Wayne, Indiana, then rural Clare. All during this time, Coloma worked as a professional nurse, including thirteen years as Director of Nursing at the Clare General Hospital. She and William then formed the Warner Petroleum Corporation to market and transport Petroleum products to commercial users. Coloma enjoyed active participation in all business matters of the company.

Children born to this couple are: William Warner and wife Debra, Glenda Warner and Harry Warner. In addition to her children, Coloma leaves nephews: John (Cathy) and Donald (Sally) Dunlop and their families, plus many cousins and close friends.

Coloma was a member of the First Congregational United Church of Christ, Harrison and also of Punta Gorda, Florida, where a winter residence was enjoyed many years. She especially liked the country and farm activities, travel, music, especially piano and time spent with family and friends.

Funeral services for Coloma will be held Sunday, October 18, 2015 at 2:00 p.m. from First Congregational Church of Christ, Harrison with Rev. Vaughn Peterson officiating. Family and friends are encouraged to visit on Saturday, October 17, 2015 from 4:00-7:00 p.m. at Stocking Funeral Home, Harrison and on Sunday, October 18, 2015 from 1:00 p.m. until time of services.

Burial will take place in Arthur Township Cemetery, Clare. Memorial gifts in memory of Mrs. Warner may be considered to: First Congregational United Church of Christ, 211 West Spruce St., Harrison, MI 48635, Clare Railroad Depot, 201 4th St., Clare, MI 48617 or Woodland Hospice, 2597 S. Meridian Rd., Mt. Pleasant, MI 48858. Please visit www.stockingfuneralhome.com to share a condolence or memory with Coloma’s family.

Arrangements for Mrs. Warner are entrusted with Stocking Funeral Home, Harrison (989) 539-7810.

23rd Psalm
The lord is my shepherd; I shall not want.
He maketh me to lie down in green pastures;
He leadeth me beside the still waters.
He restoreth my soul; He leadeth me in the paths of righteousness for His name's sake.
Yea though I walk through the valley of the shadow of death, I will fear no evil;
for Thou art with me; Thy rod and Thy staff they comfort me.
Thou preparest a table before me in the presence of mine enemies;
Thou anointest my head with oil;
my cup runneth over.
Surely goodness and mercy shall follow me all the days of my life;
and I will dwell in the house of the Lord forever.

In Loving Memory
Coloma LaRae Warner

Date of Birth
December 29, 1924
Arthur Township, Clare County, Michigan

Date of Death
October 13, 2015
Mt. Pleasant, Michigan

Funeral Service
Sunday, October 18, 2015 at 2:00 p.m.
First Congregational United Church of Christ
Harrison, Michigan

Officiating
Pastor Vaughn Peterson

Pallbearers
Steven Sumpter
Dave Doub
Jason Smith
Gary Rank
Eric Killian
David Bay

Nathan Shea
Tim Smith
Robert Carter III
William Carter
Timothy Kleinhardt
Richard Kleinhardt

Interment
Arthur Township Cemetery • Clare, Michigan

Celebration of Life Reception
Memorandum of Understanding
Between
Bellevue University
And
Mid Michigan Community College

Bellevue University and Mid Michigan Community College hereby establish a Memorandum of Understanding ("MOU") to facilitate the terms of an educational partnership between the two institutions.

SECTION 1 - PURPOSE

1. This memorandum between Mid Michigan Community College located at 1375 South Clare Ave, Harrison, MI 48625 and Bellevue University located at 1000 Galvin Road South, Bellevue, NE 68005, is for the purpose of allowing local students to gain enhanced access to upper division undergraduate programs.

2. This memorandum defines the nature of the relationship and responsibilities between Bellevue University and Mid Michigan Community College. The parties mutually understand that this agreement is intended to represent a good faith effort to accommodate the partnership and carry out the parameters defined below. Included by reference into this memorandum are any Exhibits that detail particular requirements or obligations.

SECTION 2 - TRANSFER QUALIFICATIONS

1. Bellevue University prefers that transfer students obtain an Associate's degree, or approximately 60 credit hours prior to transfer. All applicants not meeting these standards will be referred to Mid Michigan Community College for additional coursework whenever possible. Both institutions will work together to mutually support the needs of their students, and the needs of their respective partner institutions.

2. Students transferring with an Associate's degree will receive credit for all coursework in their degree program and will enter Bellevue University with junior status. This is applicable for both the traditional Bachelor's degree program and the accelerated Bachelor's degree completion program.

3. All transfer students may submit unofficial transcripts to Bellevue University in order to receive their Preliminary Transfer Credit Evaluation (PTCE). The PTCE will outline credit transfer and provide information on remaining requirements for degree completion. Official transcripts are required prior to admittance.

4. Transfer students must complete a minimum of 30 hours in residence with Bellevue University. Online courses satisfy residence requirements.

5. Transfer students must meet all catalog requirements for their degree program.

SECTION 3 - OBLIGATIONS OF PARTNER INSTITUTION

1. Bellevue University Outreach Managers will be allowed access to various contacts within the partner institution for presentation and recruitment purposes. Those contacts will include, but are not limited to faculty, students, advisors, managers and other school personnel.
2. Mid Michigan Community College agrees to install signage placed at the door and/or entrance to Bellevue University office area.

3. Mid Michigan Community College agrees to provide Bellevue University students and Bellevue staff residing in the local area access to library services and computers in the Mid Michigan Community College library.

4. In the event of any agreed upon shared marketing effort, Mid Michigan Community College will provide updated logos for the production of co-branded promotional material. Mid Michigan Community College reserves the right to review in advance any information including, but not limited to, websites, cobranded web portals, and in-print marketing publications.

5. In order to comply with The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, Bellevue University is required to report statistics for any crimes that occur on your campus in areas that are under our control for educational purposes. Crime statistics for those areas under our control and during our times of control will need to be provided to Bellevue University on or before May 1st of any given year that this agreement is in effect. These statistics need to be from the previous calendar year. (For example, on or before May 1, 2014, the crime statistics for 2013 will need to be provided to BU.) These statistics need to be requested from MMCC’s Conduct and Institutional Compliance Coordinator who will send them to the Director of Campus Security at: Bellevue University, 1000 Galvin Road South, Bellevue, NE 68005.

SECTION 4 - OBLIGATIONS OF BELLEVUE UNIVERSITY

1. Bellevue University will provide a Bellevue University Outreach Manager to be housed on the Mid Michigan Community College main campus in order to facilitate student enrollment, relationship management with the partner institution, support grant initiatives and community outreach activities.

2. Local student inquiries in which the student is in need of an associate’s degree or equivalent lower-division credits will be referred to the Mid Michigan Community College admissions department for additional coursework completion.

3. Bellevue University will create and maintain a co-branded microsite to provide Mid Michigan Community College students information relevant to transfer requirements, partnership agreements, and additional information as agreed upon by the partner institution.

4. Annual updates will be provided by Bellevue University to Mid Michigan Community College outlining curriculum changes and additions, non-curriculum information updates, and student transfer information relevant to the partner institution.

5. Fellowship grants will be established for Mid Michigan Community College employees who are seeking a Bellevue University undergraduate or graduate degree. Full-time Mid Michigan Community College employees will be awarded a one thousand dollar ($1000) grant toward a
degree program at Bellevue University. Part-time Mid Michigan Community College employees will be awarded a five hundred dollar ($500) grant toward a degree program at Bellevue University. This is intended to be a one-time use grant and will not be duplicated if the employee changes their degree plan, pursues an additional degree, or takes just a single course. Confirmation of employment from the Mid Michigan Community College human resources department will be required before the fellowship grant can be applied to the student’s account.

6. Bellevue University will establish a transfer grant fund for Mid Michigan Community College transfer students seeking a Bellevue University undergraduate degree. The total amount of the grant fund will not exceed $5,000 per academic year in total disbursements and will be exclusive to and divided among Mid Michigan Community College transfer eligible students.

7. Bellevue University will maintain all transcript records for BU coursework, as well as handle the processing and administration of all Bellevue University student transactions.

8. Bellevue University will be responsible for hiring, training, and evaluating the performance of all Bellevue University employees located at the Mid Michigan Community College location. In the event of a complaint or concern related to a Bellevue University employee, please contact the Premier Partnerships Director at (402) 557-5216.

SECTION FIVE- ACCREDITATION

1. Bellevue University and Mid Michigan Community College will ensure that they maintain accreditation with the appropriate regional accrediting body and ensure that all operations will be in keeping with accreditation requirements of the two institutions.

This MOU shall be effective upon executive signatures below and any necessary state approvals that may be required and shall continue in force and effect until either party requests amendment or termination of said MOU. Amendment shall occur at the mutual agreement of both parties. Termination shall occur upon written notice by either party to the other submitted ninety (90) days prior to the termination date. Bellevue University programs in progress at the time of termination shall be permitted to run to completion for the sake of the student participants.

Dr. Mary Hawkins, President
Bellevue University

Dr. Christine Hammond, President
Mid Michigan Community College

Date

Date 11.24.15

Dr. Mary Hawkins, President
Bellevue University

Dr. Christine Hammond, President
Mid Michigan Community College

Date
EXHIBIT A
OFFICE SPACE REQUIREMENTS

In addition to the provisions of the memorandum, the following are incorporated by reference:

1. Bellevue University agrees to pay $10,000 to Mid Michigan Community College annually for the use of office space as negotiated with the partner institution. This amount is intended to cover utility and administrative expenses related to the partnership.

2. Mid Michigan Community College agrees to provide office space, internet and phone service for a full-time Bellevue University Outreach Manager. Due to FERPA requirements, the work environment provided needs to be within an office that can be locked and student records are not in easy access to bystanders. Additionally, space needs to be available for the outreach manager to have private conversations with students.

3. Along with office space, a desk, chair and phone will be included. Office to be in move-in condition by target opening date of 90 days after the execution date of this agreement. Mid Michigan Community College to provide IT support for initial computer system set up in conjunction with office opening. Bellevue University will provide all hardware (computers and printers) and troubleshooting for such equipment through their own IT Department.

4. Mid Michigan Community College agrees to provide access to campus wide alerts as related to security and weather.
November 25, 2015

Dear Senator Emmons, Senator Stamas, and Representative Johnson:

On behalf of Clare-Gladwin RESD and Mid Michigan Community College, we urge you to support SB 524 and HB 4909, otherwise known as the “Dark Stores Legislation.” Both of our institutions and the School Aid Fund rely on tax revenue for operations. The current loophole created by “big box stores” through the Michigan Tax Tribunal process has the potential to significantly reduce the services we will be able to provide our students and our communities in the future.

Few people or business owners like paying taxes. However, what people abhor even more than paying taxes is an unfair tax law, process, or procedure that benefits one over another. Understandably, local business owners and residents who learn about this loophole will view it as unfair to small business owners and yet another money grab by large corporations, many with headquarters located outside of Michigan.

Here’s an example of what’s happened in Midland County. Target (whose headquarters are located in Minneapolis) had been paying taxes based on a valuation of $64-66 per square foot. After pleading their case to the Tax Tribunal, their store was suddenly devalued by nearly 63% to $24-30 per square foot. Is that fair? Did something change in the eyes of the Target customer when walking through the aisles of Target in Midland? Did the building suddenly look unkempt or fall into disrepair? Did Target’s inventory in that store diminish significantly? Did most of the other businesses in the area go out of business? We don’t believe “yes” is the answer to any of these questions. Why, then, was the store devalued by nearly 63%? Because they were able to take advantage of the Dark Store loophole.

In Clare County, a new Walmart is slated to be built on the north end of the City of Clare. The new store is already controversial among community members. It isn’t difficult to predict the reaction of community members should this loophole continue in Walmart’s favor and to the detriment of our schools and public services.

We sincerely hope you will support SB 524 and HB 4909 to end this unfair, and frankly unconscionable, tax reduction to a select group of companies.

Sincerely,

Sheryl Presler, Superintendent
Clare-Gladwin RESD

Dr. Christine M. Hammond, President
Mid Michigan Community College
Agenda Item V-B:  Strategic Plan “Vision 2020”

Board Consideration:  Action

Background:

President Hammond will present the attached 2016-2020 Strategic Plan “Vision 2020”.

Recommendation:

It is recommended the Board accept and approve the 2016 – 2020 Strategic Plan “Vision 2020”.
MID MICHIGAN COMMUNITY COLLEGE: Vision 2020

Mid Michigan Community College sets forth Vision 2020, our Strategic Plan for 2016-2020. It is a plan based on evidence and it is built on the foundation of the College’s first 50 years. The Vision 2020 aspirations and objectives will build a bridge to the College’s place in the 21st century. For each of the next four years, we identify specific measurable targets that are ambitious but achievable.

Vision 2020 integrates the recommendations of many individuals and groups. Input from advisory councils, academic and administrative departments, and the committees and councils of our shared governance system broadened the vision. The Plan was further enhanced by the thoughtful contributions of more than 200 individuals who participated in focus groups related to the 2015 Campus Master Plan.

Vision 2020 reinforces our commitment to the College’s four enduring goals:

- **ENCOURAGING STUDENT SUCCESS**
- **ENGAGING THE COMMUNITY**
- **ENHANCING EMPLOYEE IMPACT**
- **ENSURING INSTITUTIONAL EFFECTIVENESS**

Our Strategic Plan is based on evidence. It acknowledges our strengths. It sets forth our vision of the College we aspire to be. It identifies objectives that will make us a stronger College over the next four years.

Recognizing that we are wiser collectively than we are individually, we invite you to work with us as we continue to build this very special place called Mid.
A Vision Based on Evidence and Experience

Mid Michigan Community College (MMCC or “Mid”) bases its vision for the future on evidence and experience at the national, state, and local levels.

In 2014 and 2015 members of the MMCC community reflected on the College’s achievements in its first fifty years and laid the foundation for its future. In college committees, academic and administrative departments, welcome-week workshops, and professional development days, we considered research that places the College in today’s political, economic, and social context. We launched the Office of Institutional Research, incorporated data into the shared governance system, and gathered for monthly Data Discussions to gain a greater understanding of our strengths and challenges at MMCC.

Through these efforts, we have come to recognize the critical role that community colleges like Mid play in the future of our state and nation. We have come to see student success as an imperative for each of our students and for the well-being of our communities.

Through a reconstituted shared governance system, we have gained greater respect for the contributions of everyone at MMCC in creating a vision for the College’s future.

Our 2020 Vision remains true to our values, our mission, and our enduring goals. Our plan builds on our strengths in each area, expresses Vision 2020 aspirations, and identifies objectives. In each of the coming years, faculty and staff will set targets by which we can measure and report our results.

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2 Find resources related to Vision 2020 at https://drive.google.com/a/midmich.edu/folderview?id=0B5RM-fdgVmFVE9KZ1Q2NGd5aTA&usp=sharing
ENCOURAGING STUDENT SUCCESS

Vision 2020 Aspiration: Mid Michigan Community College will increase skill-based certificate and degree attainment in each of the next five years.

What the Evidence Tells Us

At no time in history has the attainment of a postsecondary credential been more important – to individual citizens and to our state and nation. Education is a key driver of economic prosperity.  

For individuals, we know that a college education reduces the likelihood of unemployment and raises the graduate’s standard of living. An Associate’s degree increases average annual income by $8900.

By 2018, an estimated 66% of all jobs will require a skill-based certificate or college degree. In addition to technical expertise, employers report critical needs for talented individuals who are effective listeners and critical thinkers. The U.S. has fallen behind other developed nations in college degree attainment, a gap with serious economic ramifications. Our national goal to have 60% of American workers hold a college degree by 2020 is likely to fall five million degrees short. Nationally, approximately 40% of working age adults hold a college degree. In Michigan, that number drops to 38.4%. In Clare and Gladwin counties, the number is below 12%.

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4 Georgetown University Center on Education and the Workforce, McCourt School of Public Policy, https://cew.georgetown.edu (accessed November 18, 2015).
Armed with this knowledge and motivated to contribute to the prosperity of our students, our region, and our state, MMCC is committed to student success by increasing skill-based certificate and degree attainment.

**Building on Strengths**

We know that Mid Michigan Community College has a long-standing commitment to student success. As an open access institution, the College welcomes students from all walks of life. For the past four years (2011-2015), MMCC student responses to the Noel-Levitz Survey of Student Satisfaction\(^9\) strongly indicate that they feel welcome and that being a Mid student is an enjoyable experience. Mid students feel that the campus is safe and secure. They report that the admissions representatives are knowledgeable, the academic advisors and registration staff are approachable, and the faculty are available to them.

The Higher Learning Commission’s 2014 Reaffirmation Report\(^10\) identifies an additional strength in the effectiveness of Mid’s communication of student learning objectives.\(^11\)

Mid’s **Title III grant** (2011-2015) from the U.S. Department of Education\(^12\) enabled Mid to build its existing strengths in student support services. The Grant initiatives resulted in improved retention rates, higher grade-point averages, and increased transfer rates. The use and effectiveness of tutoring services also increased. Given national research on the importance of creating clear academic pathways for completion, it is especially noteworthy that the number of undeclared students dramatically dropped as a result of the Title III initiative.

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\(^11\) HLC 2014. The HLC 2014 Reaffirmation Report includes 4 areas of significant strength, 39 areas of strength, 66 opportunities for improvement, and 12 outstanding opportunities.

\(^12\) Mid Michigan Community College, Title III Information, https://www.midmich.edu/?gid=2&sid=181&pid=3422&nav=new (accessed November 19, 2015).
Organizing Our Objectives

While MMCC can take pride in its long-standing commitment to student success and to its documented achievements, much work remains. Challenges to student success can be found, and must be addressed, throughout the student experience. Opportunities for improving student success can be organized in a five-part spectrum – Enrollment, Developmental Education, Progress, Transfer and Completion, and Workforce Readiness.\(^\text{13}\)

Objectives For Area 1: Enrollment

1.1. Continue to strengthen relationships with K-12 partners to increase the percentage of high school graduates who attend college and who attend MMCC. Mid’s Recruitment Plan\(^\text{14}\) lays out operational objectives for maximizing this opportunity.

1.2. Diversify the enrollment profile across locations, gender, age, and targeted populations. Mid’s Marketing Plan\(^\text{15}\) identifies initial approaches for maximizing this opportunity.

1.3. Proactively increase and manage Mid’s enrollment by improving its prospect-to-enrolled student yield, encouraging full-time enrollment, and identifying and responding to emerging educational markets.

1.4. Analyze and adjust our enrollment, orientation, and advising processes, remembering that Mid is more about how students experience the College than it is about how the College processes its students.

1.5. Expand the outreach to nontraditional students through approaches like distance education, competency-based education, summer course offerings, and short-term certificates.

1.6. Continue to identify and reach out to special-target markets such as international students, nontraditional students, those enrolling through Michigan Colleges Online (MCO), and guest students from state universities.

1.7. Reinforce our commitment to affordable higher education through tuition and financial aid strategies, student employment opportunities, and the pursuit of lower textbook costs. For further discussion of this opportunity, see Enduring Goal #4.

\(^{14}\) MMCC Recruitment Plan, 2015: https://drive.google.com/a/midmich.edu/file/d/0B5RM-mfdgVmFTnkweDVJTUlybW8/view?usp=sharing

\(^{15}\) MMCC Marketing Plan, 2015: https://drive.google.com/a/midmich.edu/file/d/0B5RM-mfdgVmFa2JPVWiZnZHR0U/view?usp=sharing
Objectives For Area 2: Placement and Developmental Education

We know that many community college students, including some at Mid, arrive with test scores and grades below average. They are at high risk when colleges fail to find the appropriate course sequence and support services for them. Some have not yet experienced a passion for learning. Evidence shows that no single metric can predict student success. MMCC has already moved to a more holistic approach for student placement in order to maximize student success in developmental coursework. This work must continue as we pursue the following objectives:

2.1. Identify and implement multiple measures, both cognitive and non-cognitive, to provide students and faculty with the information they need to maximize student success.

2.2. Identify and implement measures that build on the strengths of each student to progress beyond developmental coursework.

2.3. Continue the successful strategies identified through the Title III grant and implement the Student Services Success (SSS) Grant from the Department of Education, providing particular support for first-generation, high-risk students.

2.4. Continue to identify and implement ways to shorten the developmental pipeline and promote enrollment in college-level coursework.
Objectives For Area 3: Progress

Enrollment in courses is necessary but not sufficient for student success. Success is achieved when students progress to a broader and deeper understanding of increasingly complex material. In our society such learning is documented by the award of a grade, a skill-based certificate, or an Associate’s degree. The acquisition and verification of knowledge and skills combine to give students the maximum return on their educational investment. Nationally, fewer than 30% of community college students complete an Associate’s degree within 6 years of enrollment. At Mid, the percentage is below 20%. In its 2014 Reaffirmation Report, the Higher Learning Commission called upon Mid to improve its persistence and completion rates.

Over the last four years of the Noel Levitz survey, students have told us that they need greater support to achieve their goals and that they are concerned about the accuracy and effectiveness of academic advising. Our students report the need for more timely feedback about their programs and a need for early alerts when their efforts fall short of the mark. They report concerns about the quality of instruction. And, as is the case at many community colleges, students report concerns about the course schedule. As it looks to the future, MMCC must strengthen the student experience through the following objectives:

3.1. Analyze and adjust the course schedule for greater effectiveness and efficiency on both the Harrison and Mt. Pleasant campuses.
3.2. Improve student course evaluation mechanisms and classroom observations to provide useful feedback on instructional quality.
3.3. Improve feedback to students regarding their progress by using Moodle and Early Alerts.
3.4. Foster student engagement through co-curricular activities and active learning strategies.

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3.5. Advance Mid’s work with the Degree Qualifications Profile (DQP) and Tuning\(^{18}\) as well as the T-Shaped Professional\(^{19}\) strategies to ensure that learning intensifies across the curriculum.

3.6. Use assessment results to assist instructors in improvements to the structure and delivery of course material.

3.7. Determine what level of proficiency students should obtain in the use of technology and develop learning outcomes to achieve that goal.

3.8. Monitor achievement results for all demographic subsets of Mid’s population to ensure equity in all educational programs.

3.9. Maintain and improve the quality of Mid’s academic programs by meeting accreditation standards for its career-focused programs.

3.10. Identify and implement opportunities for undergraduate research, honors programs, and other best-practice strategies to enhance the academic quality of the student experience.

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Objectives For Area 4: Transfer and Completion

As is the case at many community colleges, students find themselves in an academic maze with too many choices and too little direction. An analysis of course enrollment patterns shows that 75% of MMCC enrollment occurs in 67 of the more than 400 course offerings. Of these, too many do not transfer to Michigan’s universities. Through its participation in the Michigan Community College Association (MCCA) Guided Pathways Project, Mid has already embarked on a shift from a course-centered focus to a more coherent curriculum. In doing so, the College recognizes that today’s college students often swirl from college to college, requiring that our transfer policies reflect both transfer from and transfer to MMCC. MMCC has identified the following strategies to support student completion and transfer:

4.1. Continue and complete Mid’s work with the Guided Pathways initiative.

4.2. Identify courses in the curriculum with limited transfer value and take steps to address the situation.

4.3. Continue to work with Mid’s primary university partner, Central Michigan University, to strengthen academic collaboration.

4.4. Identify new courses and programs that could contribute to bachelor degree completion opportunities.

4.5. Identify momentum points and milestones to program and degree completion and provide recognition and reinforcement to students along the way in order to incentivize completion.

4.6. Analyze and address the situations of those students who earn 45 or more credits at Mid but who do not complete their degrees.

4.7. Analyze and address enrollment and completion by academic program area. See Strategic Goal #4.

4.8. Build laddered non-credit and customized training programs that lead to certificates and degrees.

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Objectives For Area 5: Workforce Preparation and Employment Opportunities

MMCC plays a leading role in preparing local residents for jobs in our communities and across the state. Workforce preparation incorporates both credit and non-credit offerings such as customized corporate training and community education. Whether they remain in our region or seek employment in national or international settings, MMCC graduates must be equipped with the knowledge and skills to achieve their goals.

As a part of Michigan’s eight-county Prosperity Region 5, the College has participated in a strategic planning process for regional economic development. The strength of higher education in the region (including MMCC, Central Michigan University, Delta College, Saginaw Valley State University, Alma College, and Northwood University) has been identified as a key asset for the region. The East Michigan Council of Governments (EMCOG) report highlights five areas for economic growth in the coming decade:

- Advanced Materials Technologies for the automotive industry, including plastics
- Clean energy technology including biomass, solar, wind, battery storage, and oil and gas
- Agricultural logistics and processing
- Health sciences
- International workforce training and higher education services

Mid Michigan Community College is also a part of the Great Lakes Bay Regional Alliance (GLBRA). The STEM Impact Findings identified by GLBRA focus on the key process elements that will be required to build the talent pipeline for these career areas. These elements include:

- Driven by employer demand
- Powered by career-ready and college-ready students
- Focused on strengthening technical skills needed for the economy
- Sustained by a culture of STEM

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MMCC has identified the following objectives to support workforce preparation and employment opportunities:

5.1. Provide students with recommended course selections that are relevant to each area of study.

5.2. Construct academic advising guides that integrate general education and program-focused courses.

5.3. Develop a system of skill-based certificates that ladder to academic degrees.

5.4. Develop experiential learning options for students in each academic program. Such options include but are not limited to internships, apprenticeships, service-learning, and clinical coursework.

5.5. Undertake an analysis of the role that technology and distance education should play in the academic curriculum and adopt appropriate strategies to fulfill that role.

5.6. Be more intentional about Mid’s use of competency-based education.

5.7. Ensure that Mid’s laboratory settings and equipment enable students to develop the skills needed for future careers.

5.8. Develop a career center to support student exploration and pursuit of meaningful careers after graduation.

5.9. Develop academic programs that align with the region’s economic development and anticipated workforce needs.

5.10. Expand Mid’s customized corporate and community-education offerings.

5.11. Find ways to be ahead of the curve on emerging trends and technologies.
Vision 2020 Aspiration: Mid Michigan Community College will engage with the communities in our region to form effective alliances, leverage resources, expand educational opportunities, and provide services to more citizens in each of the next five years. In doing so, MMCC will make a significant impact on the communities it serves.

What the Evidence Tells Us

Mid Michigan Community College is centrally located in a geographic region\(^23\) of more than 2500 square miles. Its original service district included the five school districts in Clare and Gladwin counties. However, Mid’s outreach to other counties occurred very early in the College’s history and it has been expanding its educational impact from 1968 to the present.

The recent economic recession has been difficult for most Michigan residents. According to the Business Leaders of Michigan, our state ranks 36\(^{th}\) in per capita income nationally, 31\(^{st}\) in the nation in the percentage of the population that holds an Associate’s degree or higher, and 26\(^{th}\) in the nation in the production of technical degrees or certificates. Yet we also know that jobs requiring an Associate’s degree are growing at a rate two-times higher than other credentials in Michigan.\(^24\) Our region has been hit especially hard with a lower average hourly rate of pay and a slower growth in private sector employment than the rest of the State.\(^25\)


Low rates of educational attainment contribute to slow economic growth. Approximately 11 percent of Clare/Gladwin citizens hold an Associate's degree or higher and, while Isabella and Gratiot counties' attainment rates are somewhat higher, they are still significantly lower than the state average.26

The recent analysis by TIP Strategies for Prosperity Region 5 reveals that most people live and work in the region. We are neither importing nor exporting significant numbers of workers. However, transportation continues to be an issue for individuals across the region as the high cost of fuel and long commuting times present barriers to those who want to travel to campus for additional training or take a new job to better their economic prospects. In addition, the Region's population is aging. Regionally, 16.7 percent of the population is over the age of 65, compared with 14.6 percent in the state as a whole.27

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27 Michigan Department of Management, Technology, and Budget. http://www.michigan.gov/cgi/0,4548,7-158-54534-305736--,00.html
Building on Strengths

MMCC serves multiple geographic regions through its participation in various networks. It is a part of the eight-county Region 5 of the Michigan Prosperity Zones and also participates in Region 3 and Region 7B. The College also participates in the East Michigan Council of Governments which spans 14 counties. In addition, the College is a network hub for the STEM Initiative of the Great Lakes Bay Regional Alliance.28 As described in its annual report to the State of Michigan, MMCC provides local strategic value to citizens on and off campus.29

As the economy strengthens, there are more calls for a more robust talent pipeline. This requires greater collaboration between the College and organizations like the Central Michigan Manufacturers’ Association, Saginaw Chippewa Indian Tribe, the CMU Research Corporation, the Middle Michigan Development Corporation, various economic development entities, and Chambers of Commerce.

The College’s leadership role in economic development is further evidenced by the presence of the Small Business Development Center (SBDC) on both the Harrison and Mt. Pleasant campuses and the long-standing collaborations between MMCC’s workforce development programs and several branches of MiWorks.30

MMCC also works with its K-12 partners to foster educational attainment in the region. The Harrison campus is home to the Clare/Gladwin Regional Educational Service District (RESD) and provides Career and Technical Training to high school students. The College offers dual enrollment, concurrent enrollment, and early college opportunities to more than 900 high school students in the region.30 The College’s Students of Promise and Talent Search, both housed at and supported by MMCC, motivate younger students to broaden their horizons and see the benefits of a college education.

While Mid supports the communities it services, it is also true that those communities support the College. This was demonstrated when more than 100 donors contributed to the College’s Capital Campaign. More than $5,000,000 was

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30 MMCC Recruitment Plan, 2015: https://drive.google.com/a/midmich.edu/file/d/0B5RM-mfdqVmFTnkweDVJTuUybW8/view?usp=sharing
donated to support campus infrastructure on both campuses. The new facilities in Mt. Pleasant have drawn additional community involvement as a preferred venue for meetings and area non-profit events.

Recognizing the challenges that face our region but proud of our past and future contributions, Mid Michigan Community College is committed to providing leadership for the economic, personal, and social development of our citizens.

**Our Objectives**

MMCC seeks to be a significant organization\(^{31}\) within the communities it serves. The following objectives will help to make the College a force for good within our region:

6.1. Identify, engage with and support existing community governments, non-profits, schools, and social service agencies.

6.2. Provide educational opportunities across the lifespan.

6.3. Connect Mid’s talented students to regional employers.

6.4. Lead in supporting community development at the local and the global level.

6.5. Act as a strategic partner with the Michigan Community College Association (MCCA), with other state and national entities, and in Mid’s local communities to leverage resources.

6.6. Convene and connect leaders in the region for collaborative decision-making and collective impact.

6.7. Leverage the Small Business Development Center to foster future business growth.

6.8. Assist in ownership transitions to provide greater stability and continuity in the business arena.

6.9. Work with the MMCC Foundation to ensure that fundraising priorities align with the College’s goals.

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ENHANCING EMPLOYEE IMPACT

Vision 2020 Aspiration: Mid Michigan Community College will recruit, attract, challenge, support, and retain talented and dedicated faculty, staff, and administrators to educate our students and serve our communities.

What the Evidence Tells Us

Mid Michigan Community College has seen significant growth in the number of employees in the last seven years as shown below. Today, with more than 400 employees, Mid Michigan Community College is among the largest employers in the region.\(^3\)

<table>
<thead>
<tr>
<th>Classification</th>
<th>2008</th>
<th>2011</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator</td>
<td>49</td>
<td>70</td>
<td>73</td>
</tr>
<tr>
<td>Full-time Faculty</td>
<td>39</td>
<td>46</td>
<td>44</td>
</tr>
<tr>
<td>Adjunct Faculty</td>
<td>149</td>
<td>216</td>
<td>174</td>
</tr>
<tr>
<td>Full-time Hourly</td>
<td>74</td>
<td>51</td>
<td>48</td>
</tr>
<tr>
<td>Part-time Hourly</td>
<td>---</td>
<td>61</td>
<td>90</td>
</tr>
<tr>
<td>Total</td>
<td>311</td>
<td>444</td>
<td>429</td>
</tr>
</tbody>
</table>

\(^3\) MMCC Personnel PowerPoint: https://drive.google.com/a/midmich.edu/file/d/0BSRM-mfdgVmFM0JQdFVYU1VlbTg/view?usp=sharing
MMCC is able to effectively retain its employees – most have been with the College for at least 6 years, as indicated below.

<table>
<thead>
<tr>
<th>Years of Service As of 2014</th>
<th>Adjunct Instructors</th>
<th>Full-time Faculty</th>
<th>Administrators</th>
<th>Hourly</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 year</td>
<td>17%</td>
<td>0%</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>1-2 years</td>
<td>20%</td>
<td>5%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>3-5 years</td>
<td>22%</td>
<td>14%</td>
<td>28%</td>
<td>32%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>23%</td>
<td>20%</td>
<td>19%</td>
<td>22%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>8%</td>
<td>25%</td>
<td>19%</td>
<td>10%</td>
</tr>
<tr>
<td>16-20 years</td>
<td>2%</td>
<td>11%</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>&gt; 20 years</td>
<td>8%</td>
<td>25%</td>
<td>11%</td>
<td>16%</td>
</tr>
</tbody>
</table>

The unique nature of the College’s workforce makes compensation comparisons to other regional employers difficult. In comparison to state and regional data, MMCC full-time salaries are above average, as shown in the chart below. U.S. census data from 2009-13 puts the median household income for Clare County at $32,668, for Gladwin County at $37,626, and for Isabella County at $36,372.33 The State of Michigan puts annual average earnings across the state in 2014 at $46,458.88.34

<table>
<thead>
<tr>
<th>2014-15</th>
<th>FT Faculty</th>
<th>Administrators</th>
<th>Hourly Staff</th>
<th>Adjunct Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>$67,312</td>
<td>$54,343</td>
<td>$34,934</td>
<td>$3,785</td>
</tr>
</tbody>
</table>

33 http://quickfacts.census.gov/qfd/states/26/26073.html
MMCC employees are highly skilled, with the vast majority holding an Associate’s degree or higher. However, new requirements on Faculty Qualifications, promulgated by the Higher Learning Commission for implementation in 2017, will require careful consideration by the College. Under the new requirements, faculty teaching most courses must hold a Master’s degree or higher in the discipline to which they are assigned. As shown below, 40% of the adjunct instructors at MMCC have not yet completed their Master’s degrees.

The importance of maintaining instructional continuity has been cited as a significant dimension of student success and completion. MMCC relies heavily on its adjunct instructors. Working conditions for adjunct instructors in community colleges, nation-wide, and at MMCC, have gained greater attention in recent years. The Affordable Care Act has limited

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the number of hours any part-time employee (including adjunct instructors) can work. Thus a limited pool of instructors is available to meet the curricular demands of a wide range of course offerings in different locations and at times that are convenient for students. These forces are converging and will require greater attention. The development of new instructional models may be required.

Campus growth in Mt. Pleasant, both in enrollment and in facilities, adds a new dynamic to employee interactions. In 2005, almost all employees worked primarily in Harrison, with satellite offices in Mt. Pleasant. In 2015, while the College’s main location remains in Harrison, approximately 20% of all employees are primarily located on the Mt. Pleasant campus. Many travel between campuses on a weekly and sometimes daily basis.

As is true for many organizations today, four generations work at MMCC. Each generation – The Silent Generation, The Baby Boom Generation, Generation X, and the Millennial Generation – brings its own set of values and expectations to the workplace. And, like many other organizations, Mid is preparing for a generational shift as more than 20 faculty and staff members are expected to retire from the college in the next five years. The face of the College in 2020 is likely to be significantly different than it is today.

The rising cost of health insurance has been a major concern: Employees saw a 22% jump in their employee premium contributions in 2014-15. While the recent decision to adopt a self-funded insurance model reduced the monthly premium amount for employees in 2016, broader strategies for promoting health, managing chronic conditions, and reducing prescription drug costs are best avenues for minimizing future claims and increases.
Building on Our Strengths

Students recognize and appreciate the work of faculty and staff at MMCC. In the Noel Levitz Student Satisfaction survey, students have consistently expressed the view that MMCC faculty are knowledgeable in their fields. Students also recognized the work of our physical-plant staff, consistently acknowledging that the campus is well-maintained.

To ascertain employee perspectives on the campus working environment, the College used the Personal Assessment of the College Environment (PACE) questionnaire in 2009, 2011, and 2015.\footnote{PACE Survey Results. https://drive.google.com/a/midmich.edu/file/d/0B5RM-mfdgVmFUFVTNIE3cmxBNjA/view?usp=sharing}

The results of the 2011 PACE Survey indicated a healthy campus climate, yielding an overall 3.71 mean score (on a 4.0 scale) or what PACE defines as a high Consultative system. (2015 Results are not yet available.) When respondents were classified according to Personnel Classification at MMCC, the composite ratings were as follows: Administrator (3.85), Full-time Faculty (3.65), Adjunct Faculty (3.67), Staff (3.64), and Part-time hourly Staff (3.80).

Of the 46 standard PACE questions, employees gave top scores to the following 11 items:

- The extent to which I feel my job is relevant to this institution's mission.
- The extent to which my supervisor expresses confidence in my work.
- The extent to which I am given the opportunity to be creative in my work.
- The extent to which this institution prepares students for further learning.
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone.
- The extent to which students receive an excellent education at this institution.
- The extent to which this institution prepares students for a career.
• The extent to which the actions of this institution reflect its mission.
• The extent to which student needs are central to what we do.
• The extent to which there is a spirit of cooperation within my work team.
• The extent to which non-teaching professional personnel meet the needs of the students.

Employee responses on the PACE survey identified the following 10 items as needing further attention:
• The extent to which I have the opportunity for advancement within this institution.
• The extent to which information is shared within this institution.
• The extent to which I am able to appropriately influence the direction of this institution.
• The extent to which this institution is appropriately organized.
• The extent to which decisions are made at the appropriate level at this institution.
• The extent to which my work is guided by clearly defined administrative processes.
• The extent to which open and ethical communication is practiced at this institution.
• The extent to which a spirit of cooperation exists at this institution.
• The extent to which institutional teams use problem-solving techniques.
• The extent to which this institution has been successful in positively motivating my performance.

In its 2014 reaffirmation report, the Higher Learning Commission commended MMCC for providing multiple means for employees to have input into decisions and for its commitment to improving its valuing of employees. However, in the same report the HLC urged the College to strengthen the articulation of its freedom of expression and truth in teaching and learning and to implement, evaluate, and improve the shared governance system at MMCC.
The new shared governance system has been launched but will require on-going support and evaluation. The Commission also identified the need for the College to carefully consider the ratio of full-time and adjunct faculty and to develop and implement succession planning.

Our Objectives

MMCC has identified the following objectives to strengthen the impact and effectiveness of our work:

7.1. Appropriately respect and recognize the contributions of all employees.
7.2. Promote continuous learning, wellness, and personal and professional growth in our organizational culture.
7.3. Clarify and publish Mid's administrative policies so that all employees have shared and consistent expectations.
7.4. Prepare people for leadership roles in academic and non-academic settings.
7.5. Clarify the compensable factors by which positions at the College are defined and evaluated.
7.6. Position Mid as an optimal working environment.
7.7. Leverage technology to foster efficiency and creativity.
7.8. Improve Mid's support of adjunct faculty members to ensure the highest possible quality of instruction.
7.9. Create new models for hiring faculty and staff to leverage resources and maximize employee satisfaction.
7.10. Take thoughtful and intentional steps to provide succession planning in Mid's workforce.
ENSURING INSTITUTIONAL EFFECTIVENESS

Vision 2020 Aspiration: Mid Michigan Community College will establish policies and practices that promote educational access and affordability for all members of the community who have the ability to benefit from its programs.

Vision 2020 Aspiration: Mid Michigan Community College will develop systems for monitoring and sharing its progress on key federal, state, and institutional metrics.

Defining and measuring Institutional Effectiveness is multi-faceted. The Higher Learning Commission describes institutional effectiveness in HLC Criterion Five: Resources, Planning, and Institutional Effectiveness:

The institution’s resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

Access, Affordability, Accountability, and Transparency have been identified as the areas by which the U.S. Department of Education measures and reports institutional effectiveness.38 Discussions have begun in the State of Michigan to tie community college appropriations to performance in certain similar key metrics.39

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What the Evidence Tells Us

**Access** incorporates the College’s open admission policies but also speaks to the importance of making sure that the College is within reach of the various sub-populations within our communities (e.g., location, gender, ethnicity, first-generation, etc.).

Mid’s heavy reliance on student tuition and fees requires it to be very attentive to shifts in enrollment and pricing models. The College is committed to open access, affordability, and accountability. Nowhere is the tension between these three competing goals seen more clearly than in college costs.

**Affordability** incorporates the College’s cost of attendance, financial aid accessibility, loan and loan default rates, and return on investment, both for students and for our communities. The cost of higher education has shifted from public investment to private responsibility in the last fifteen years. State appropriations to higher education declined in the first decade of this century while costs continued to rise. In 2014, MMCC’s state appropriation is only nearing what it was in 2001. Today, Michigan spends 9 times more per prisoner than it does per college student. Spending in corrections increased 10% more than spending in higher education between 2004 and 2014.

This shift in funding has placed a burden on students and their families. College costs in Michigan in 2014 averaged 35.6% of family income. Tuition and fees account for approximately one-third of college costs while housing, food, transportation, books, and other expenses make up two-thirds of the cost calculation. The rising cost of textbooks and

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43 Ibid.
course materials has placed an additional burden on students. According to the College Board, the average student spends $1,774 each year on books and supplies.44

**Accountability** incorporates the effective use of College resources to attract, retain, and graduate our students so they will be successful in their careers and future studies. It also includes maintaining College resources in order to serve our local communities. Resources for Mid Michigan Community College come from three primary sources: property tax revenue (8%), state appropriations (20%), and tuition and fees (72%).45

MMCC faces additional challenges in an aging infrastructure on the Harrison campus, which has a dated look and feel. The recent **Campus Master Plan**46 identifies an estimated $12,000,000 in infrastructure repairs and $13,350,000 in site and facilities renovations in the next five years for the Harrison campus. In contrast, infrastructure estimates for the Mt. Pleasant campus total $250,000 with an additional $2,050,000 in recommended improvements.

Accountability is also maintained through compliance with Federal and State requirements in a variety of areas related to a Student’s Right to Know.47 This includes the deployment of resources for student success. It is not sufficient to provide access to education without the likelihood that students will be able to complete a skill-based certificate or degree.

Not all aspects of accountability are within the College’s immediate control. MMCC students report that they feel the campus is safe and secure. However, the all-too-frequent incidents of campus violence across the nation warn us to be assertive and vigilant in maintaining campus safety and security.48 Considerable work has been done in the last year but vigilance is required in this important area.

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Transparency refers to the ability of internal and external stakeholders to know about the College, particularly about its effectiveness in fulfilling its core mission.

Building on Strengths

Mid Michigan Community College has numerous strengths in its operations.

Student responses to the Noel Levitz Student Satisfaction Survey consistently say that Mid’s reasonable costs make it an exceptional value. Our student loan default rates have remained constant and within the acceptable federal parameters at a mid-level of about 17%. While the average debt for bachelor’s degree graduates is $26,000, it is only $7,000 for those who earn an Associate’s degree. Not surprisingly, the majority of those who default on their loans after MMCC did not complete a degree. Efforts to increase degree completion should also decrease the College’s loan default rate.

The College has established an Office of Institutional Research and a data repository that is easily accessed on the MMCC website. Data Discussions sharpen our focus on evidence-based decision making. Using data more effectively was a significant recommendation for improvement by the Higher Learning Commission in its 2014 Reaffirmation Report.

The College’s financial profile is strong with $55,853,239 in total assets as of 2014.\(^{49}\) Funds have been reserved for building and site improvements, new program development, and technology.

The College’s 2016 Campus Master Plan incorporated input from more than 200 internal and external stakeholders through more than 20 focus groups. With the benefit of the expertise of Neumann/Smith Architects, the resulting document provides detailed specifications for infrastructure maintenance and improvement as well as site and facility improvements at each location for the next five years and beyond.

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\(^{49}\) Mid Michigan Community College Audit. 2015. [https://www.midmich.edu/files/35/Annual_Financial_Audit_2015.pdf](https://www.midmich.edu/files/35/Annual_Financial_Audit_2015.pdf)
In the Noel Levitz survey, students report that the campus feels safe and secure, that it is well-maintained, and that labs are up-to-date. The integration of technology remains a key component of all higher education institutions. MMCC has taken several important steps to secure and back-up its data.

To maintain its commitment to Access, Affordability, Accountability, and Transparency, the College has set forth the following objectives:

**Objectives for Area 8: Access.**

8.1. Assess, monitor, and expand Mid’s current level of service throughout the region and identify underserved populations.

8.2. Work with Mid’s K-12 partners and community leaders to promote college enrollment.

8.3. Expand Mid’s distance learning options to serve those whose attendance is constrained by geography or schedule.

**Objectives for Area 9: Affordability.**

9.1. Keep the cost of attendance below 35% of median household income for counties in the region.

9.2. Implement strategies to support low-income students.

9.3. Ensure that the structure of student tuition and fees incentivizes and supports certificate and degree completion.

9.4. Leverage technology to reduce the cost of textbooks and course materials.
Objectives for Area 10: Accountability.

10.1. Implement and utilize an effective course evaluation system to promote academic quality.
10.2. Work with public university partners to ensure the maximum transferability of MMCC courses.
10.3. Evaluate and improve the student experience from application through graduation.
10.4. Ensure that the course schedule is predictable, reliable, and efficient at both of Mid’s campus locations.
10.5. Evaluate and improve Mid’s buildings and sites in ways that will invite students and community members to come to campus more often and stay longer when they do.

Objectives for Area 11: Transparency

11.1. Create and maintain a data dashboard and repository with institutional research that is accurate, relevant, and useful.
11.2. Publish on the MMCC website an updated course description, master course syllabus, and set of student learning outcomes for each course offered.
11.3 Implement a budget-building model that allows input from all members of the campus community.
CONCLUSION
Mid Michigan Community College has identified its strengths, aspirations, and objectives for the future. In responding to these opportunities, the College commits itself to continuous quality improvement and aspires to be a stronger institution in 2020. Using the HLC-AQIP model, we have already begun to identify those action projects that will move us toward that goal. In the winter 2016 semester, campus committees will be asked to develop the metrics by which our success will be measured.

Vision 2020 is meant to be just that – a vision for the future. It is a future that we have already begun to shape through dedication and diligence. Our vision will become clearer and more focused as we move forward together. Join us!
<table>
<thead>
<tr>
<th>Encouraging Student Success</th>
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<tbody>
<tr>
<td>Vision 2020 Aspiration: Mid Michigan Community College will increase skill-based certificate and degree attainment in each of the next five years.</td>
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<tr>
<th>Engaging the Community</th>
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<tr>
<td>Vision 2020 Aspiration: Mid Michigan Community College will engage with the communities in our region to form effective alliances, leverage resources, expand educational opportunities, and provide services to more citizens in each of the next five years. In doing so, MMCC will make a significant impact on the communities it serves.</td>
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<tr>
<th>Enhancing Employee Impact</th>
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<tbody>
<tr>
<td>Vision 2020 Aspiration: Mid Michigan Community College will recruit, attract, challenge, support, and retain talented and dedicated faculty, staff, and administrators to educate our students and serve our communities.</td>
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<tr>
<th>Ensuring Institutional Effectiveness</th>
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<tr>
<td>Vision 2020 Aspiration: Mid Michigan Community College will establish policies and practices that promote educational access and affordability for all members of the community.</td>
</tr>
<tr>
<td>Vision 2020 Aspiration: Mid Michigan Community College will develop systems for monitoring and sharing its progress on key federal, state, and institutional metrics.</td>
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**Agenda Item V-C: Tuition Adjustment**

**Board Consideration: Action**

**Background:**

President Hammond and Executive Dean Barnes will present a recommendation to adjust tuition rates for international students who pay cash. A brief summary appears below:

Several years ago the college raised the tuition rate for international students substantially when there was an increase in international students coming to MMCC from CMU. The thought at the time was to set MMCC’s tuition lower than CMU but higher than what the college was currently charging. In recent years, MMCC has been admitting many Saudi students who had a scholarship from their country that covered tuition and books and they were given a monthly stipend for living expenses. The high tuition cost was of no concern to the students or the Saudi government. The college was getting more and more students through word of mouth and not by recruiting.

At this time, the college finds itself in a different situation with the Saudi students. Saudi Arabia no longer pays for tuition and books until the student completes 30 credits in addition to their ELS training. In addition, SACM does not want their students to take more than 30 credit hours at a community college. The few students that are still receiving the sponsorship are no longer able to attend MMCC because the Saudi Arabia Cultural Mission (SACM) has declared MMCC saturated. There is a formula that SACM uses to determine the proportion of Saudi Students to the domestic population. They feel the college has too many of their students and the college have been unsuccessful in changing that designation. SACM will lift the cap when some number of the Saudi students have transferred out. In the winter semester, the college estimates it will lose as many as 70 Saudi students. Most of these students transfer after their third semester and the estimated 70 students are in their third or fourth semester at MMCC. The current international tuition rate is $510.00 per contact hour. All international students are paying between $6,000 and $7,500 per semester based on the number of contact hours they register for. An international student was just accepted into the nursing program and with additional cost of fees for health care courses the student will be paying approximately $40,000.

Below are the international tuition rates at other local colleges:

- CMU $789
- SVSU $687.45
- Delta College $309
- Kirtland Community College $235 per contact hour
- Lansing Community College $309 per contact hour

With the large amount of Saudi students transferring out in the winter, no new scholarship money available from SACM because MMCC is on the Saturation list, and the need to recruit these students we recommend that we offer a cash discounted rate of $325 per contact hour for international students. The reduced tuition rate would give the college the ability to recruit students from the ELS programs who are close to finishing and offer them the ability to take academic classes sooner.

**Recommendation:**

It is recommended the Board approve the cash discounted rate of $325 for international students as presented.
Agenda Item V-C: Board Employee Gift

Board Consideration: Action

Background:

The board will discuss the employee holiday gift. Last year the college gave a $15 Spartan Nash (Family Fare) gift certificate to each employee.

Recommendation:

Recommendation will be determined at the meeting.
VI-A: Calendar of Events

Board Consideration: Information

Background:

Dec 6    MMCC Community Holiday Celebration – 6:00 p.m.
Dec 11   MMCC Staff Holiday Celebration Party – 5:00 p.m.
Dec 18   Fall 2015 Ends
Dec 24 – Jan 1 College Closed

2016
Jan 5    MMCC Board of Trustees Workshop – 6:00 p.m., Superior Room, Harrison
Jan 5    MMCC Board of Trustees Regular Meeting – 7:00 p.m., Superior Room, Harrison
Jan 6    Faculty Orientation Day
Jan 9    Winter 2016 Begins
Jan 28   MCCA Legislative Summit – 8:30 a.m., Lansing
Jan 29   MCCA Executive Committee – 10:00 a.m., Lansing
Feb 2    MMCC Board of Trustees Workshop – 6:00 p.m., Superior Room, Harrison
Feb 2    MMCC Board of Trustees Regular Meeting – 7:00 p.m., Superior Room, Harrison
Mar 1    MMCC Board of Trustees Workshop – 6:00 p.m., Superior Room, Harrison
Mar 1    MMCC Board of Trustees Regular Meeting – 7:00 p.m., Superior Room, Harrison
Mar 5-11 Spring Break
Mar 10-11 MCCA Spring Board of Directors Meeting – Washtenaw Community College
Mar 16   Phi Theta Kappa Awards Luncheon – 9:00 a.m., Lansing
Mar 25   Good Friday – No classes
Mar 30   Faculty Professional Development Day – No classes
Apr 5    MMCC Board of Trustees Workshop – 6:00 p.m., Superior Room, Harrison
Apr 5    MMCC Board of Trustees Regular Meeting – 7:00 p.m., Superior Room, Harrison
Apr 21   MCCA Community College Day – 11:00 a.m., Lansing
May 3    MMCC Board of Trustees Workshop – 6:00 p.m., Superior Room, Harrison
May 3    MMCC Board of Trustees Regular Meeting – 7:00 p.m., Superior Room, Harrison

Continued on the next page.
VI-A: Calendar of Events continued

Board Consideration: Information

Background:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>May 6</td>
<td>Winter Semester ends</td>
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<td>May 7</td>
<td>Commencement</td>
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<tr>
<td>May 16</td>
<td>Spring Classes Begin</td>
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<tr>
<td>May 20</td>
<td>MCCA Executive Committee – 10:00 a.m., Lansing</td>
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<tr>
<td>May 30</td>
<td>Memorial Day – College Closed</td>
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<tr>
<td>June 7</td>
<td>MMCC Board of Trustees Workshop – 6:00 p.m., Superior Room, Harrison</td>
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<tr>
<td>June 7</td>
<td>MMCC Board of Trustees Regular Meeting – 7:00 p.m., Superior Room, Harrison</td>
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<tr>
<td>July 4</td>
<td>Independence Day – College Closed</td>
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<td>July 8</td>
<td>Spring Semester 8 week classes end</td>
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<tr>
<td>July 26-29</td>
<td>MCCA Summer Conference</td>
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<tr>
<td>Aug 5</td>
<td>Spring Semester 12 week classes end</td>
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Recommendation:

None
Agenda Item: VI-B: Board Comments-Other Business

Board Consideration: Information

Background:

1. Any comments may be offered by Trustees at this time.

2. Executive Session - Public Act No. 267 of 1976 permits the Board to meet in closed session for the purpose of conducting strategy sessions necessary in reaching a collective bargaining agreement and for other specified purposes relating to personnel, property and litigation. The Board will go into Executive Session for the purpose of discussing property. A two-thirds roll call vote of Board members is required to call a closed session.

Recommendation:

None.