

FISCAL YEAR 2018 CAPITAL OUTLAY PROJECT REQUEST

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

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

Project Focus: Academic _____ Research _____ Administrative/Support

Type of Project: Renovation _____ Addition _____ New Construction

Program Focus of Occupants: **Classroom, Lab, and Student Support Services for MMCC, CGRES D CTE, and K-12 Dual enrollment students with offerings in Computer Information Systems, Culinary Arts General Education, and Health Programs.**

Approximate Square Footage: **96,665 sq. ft.**

Total Estimated Cost: **\$14,622,103**

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

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

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

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

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

1. Describe the project purpose.

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

- Strengthening the talent pipeline through enhanced instructional spaces for CTE and dual enrollment students from the Clare/Gladwin Regional School Districts;
- Creating an integrated skills lab for CTE and College health programs;
- Expanding computer lab access for CTE and College graphic design and computer network training;
- Supporting college and career readiness through the expansion of learning support services;

- Connecting employers and job candidates through the creation of a career and employer resource center;
- Expanding the College's Veterans' Service Center which serves both students and community members; and
- Updating facilities to encourage college enrollment and completion in an area plagued by generational poverty.

The project renovates areas in the original 1968 structure and those that were added to the original structure in 1976. The areas have been well-maintained over the years but are insufficient in size, inefficient in the use of energy, and not conducive (in configuration or lighting) for quality instruction. Traffic flow from school buses and cars around the building creates a significant safety hazard. In recognition and response to these structural deficiencies, the project will also:

- Extend the useful life of existing facilities by replacing an HVAC infrastructure that has exceeded its expected lifespan;
- Improve (dramatically) the energy efficiency of existing spaces and thereby reducing costs; and
- Correct safety and ADA compliance issues.

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

2. Describe the scope of the project.

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



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

On the second floor, the renovation will upgrade

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

As documented in the 5-Year Campus Master Plan (submitted under separate cover), the areas identified for this project are the College's original 1968 construction along with the 1976 addition. The Facilities Conditions Assessment identifies an estimated \$1,208,415 in maintenance repairs that should be done in the project area in the next three to five years.

Power to this section of the building is fed from the service of the original building. Most of the electrical distribution equipment is from the original construction (1968) or from the 1976 addition and has reached its expected life. The installation of individual utility meters will optimize and reduce energy costs and enable us to quickly identify and repair equipment malfunctions. Estimated construction cost to improve efficiency in electrical service is \$80,000 - \$100,000. In addition, the building has no emergency generators, a situation that creates significant concerns, especially in the chemical storage units, when power to the campus is lost, as occasionally happens due to weather. Cost of the generators and installation is estimated at \$343,000.

Most light fixtures in the building are fluorescent and utilize T8 lamps and do not provide for optimal energy efficiency or best light quality for instructional purposes. The proposed upgrade will improve lighting quality and reduce cost. While there will be a significant cost to this conversion, the higher per fixture cost will be at least partially offset by a reduction in the number of fixtures needed to light the area and by reduced energy usage.

The HVAC currently relies on aging chillers and rooftop units with self-contained direct expansion DX cooling units. These are far less efficient than the central cooling units now available. The College seeks to install a new centralized high efficiency magnetic bearing air cooled chiller system that will serve not only the renovated spaces but also the remainder of the main campus building. The potential campus cooling energy cost savings is estimated at 30%-50% annually. The estimated construction cost for this work is \$800,000-\$1,000,000 but it would extend the life of the HVAC system by 20 to 30 years.

Functionally, the renovation will connect the Student Services offices and will integrate classrooms, experiential labs, learning labs, the library, and student study space. The College recognizes that the hodge-podge of academic spaces and the dated look of the Harrison campus has not kept pace with student expectations or aspirations. Aside from its infrastructure challenges, it has the look and feel of an old high school rather than a college campus. Upgraded space will be a draw for new students and for members of the community, thus further contributing to the sustainability of the institution.

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

The Business Leaders of Michigan 2015 Economic Competitiveness Benchmarking Report sets forth the ambitious but achievable goal of making Michigan a “Top Ten” state. Its corresponding 2015 Economic Competitiveness Benchmarking Report provides the metrics required to support its Michigan Turnaround Plan. The corresponding relationship between these metrics and this project are set forth below:

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

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

As the “gateway to the North” in the 1950s to 1980s, Clare and Gladwin counties thrived with tourism and the summer cottages of Detroit autoworkers. It’s modest industrial base was closely tied to supplying automotive parts to GM, Ford, and Chrysler. As the auto industry declined, so did jobs for the residents of Clare and Gladwin counties. Many of the cherished getaways on the small lakes of central Michigan fell into disrepair, were abandoned, or became the home of last resort for laid-off workers who could no longer afford their homes in the suburbs. Property values fell. Schools and social services saw an increase in demand but no corresponding increase in revenue. The Kids Count data for 2015 shows that, while unemployment in Michigan had fallen to 8.8%, it remained stubbornly four percentage points higher in Clare and Gladwin. When the State reported \$46,793 as the median household income in 2012, families in Clare were at just over \$32,000 and those in Gladwin has made it just above \$37,000 – 20% lower than the state average.

We know that education is closely tied to economic recovery. We hope that the State will see this project as an investment in the people of our central counties to help us turn the corner and see a new kind of economic prosperity for the region.

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

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

Mid Michigan Community College was authorized by the State in 1965. When financing was secured for the new campus on August 2, 1966, the Board of Trustees also approved the lease of college property to the Clare-Gladwin intermediate school district for \$1 per year as the site of special education programs for special needs children. The Harrison campus classroom building was completed in 1968 and, with many additions over the years, it continues to serve as the core of the College’s program. The relationship between the College and its school districts deepened correspondingly. In 1972, the Board approved the compatible architectural designs and the construction of permanent space for the Clare/Gladwin RESD offices and school.

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

Since its founding, the College has continued and has never wavered from its commitment to access, affordability, and accountability. MMCC has stretched each dollar as demonstrated in the comparisons below from the 2014-15 ACS Reports.

Community Colleges	Property Tax Revenue per FYES	State Aid per FYES	Total Revenue per FYES	Total Expenditures per FYES
State Average	\$4312	\$2,846	\$13,272	\$10,488
MMCC	\$888	\$1,822	\$12,761	\$8,644

Despite these efforts, regional challenges remain. The College and the RESD serve an area caught in a cycle of generational poverty and low educational attainment. College readiness remains a persistent challenge. Clare Gladwin students averaged lower SAT scores in 2016 than those for the state (959 compared to 1,001) and, while 27% of enrolled students in Michigan required remediation, the rates in Clare-Gladwin were 42% and 33% respectively. And, while the state average for college degree attainment is 39%, it is only 20% in Clare and 24% in Gladwin. Even though the College has worked to keep its in-district tuition at a modest level (\$108/contact hr. currently), college still seems out of reach for too many of our citizens. While 70% of high school graduates in Michigan enroll in postsecondary education with 12 months, in Clare and Gladwin counties, that rate is on 59% and 58% respectively (Mischooldata. Class of 2014).

MMCC's entering freshmen continue to be underprepared for college level courses. More than half of MMCC students arrive underprepared in Math and English. More than 60% of MMCC new students are first generation college students needing additional guidance and support in navigating the college experience. The College is anxious to implement the high impact strategies that will promote persistence, retention, and completion. By providing students with expanded learning support services, MMCC can foster greater enrollment and degree completion. In turn our students are given the necessary tools to become employees, employers, and consumers who will strengthen the economic structure in our communities and state.

The College's engagement with its communities is not limited to its K-12 partnerships. Rather it serves as a bridge between the youth of our region and area employers. Of special note is the work of the Great Lakes Bay Region STEM Network hosted by MMCC. Working with MMCC staff, the Network has developed an Employer Toolkit as a resource for employers who want to engage with educators to create hands-on learning opportunities at their facilities. The Network is proposing an Employer Resource Center to assist employers in recruiting and selecting students into the STEM talent pipeline. This project would incorporate some of those resource materials and would free-up additional space for Employer Resource Center operations when funding is secured.

This proposed capital outlay project will enable MMCC to

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

The College's ability to fulfill its mission is closely tied to its ability to respect and rise above the history and socioeconomic context of the area it serves.

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

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

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

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

- Serving the needs of the Clare/Gladwin CTE program that recognized a 30% enrollment

growth since passing a new millage in May 2016. This directly impacts MMCC's enrollment pipeline;

- Repurposing spaces that are currently underutilized due to changing and evolving programmatic demands;
- Creating an integrated skills lab for the College and CTE health programs;
- Expanding computer lab access for CTE and College graphic design and computer network training.
- Creating an integrated health skills lab and large lecture room to promote integrated learning across related programs.

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

This project would incorporate barrier free seating and access to the College's large lecture hall. In addition, a new entrance would improve safety for students entering the building from the southwest entrance. This is where buses deliver the CTE and dual enrollment students.

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

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

The College uses Ad Astra software to track its course schedule and classroom use. In the past two years, the College has been analyzing and adjusting its course schedule and classroom usage model to improve efficiency, especially on the Harrison campus which reflects a classroom utilization rate approximately 14% lower than the Mt. Pleasant campus. Based on its national data, Ad Astra has enabled us to identify course sections that could be eliminated or consolidated. At the same time, the information Astra provides has been aligned with the College's guided pathways project to streamline the academic course flow for students. Despite its fractured environment, the Harrison campus Library Learning Service areas provide solid service to students. The Writing and Reading Center logged over 1000 appointments, supplemental instruction more than 5,000. Math and the Testing Center each saw more than 2,000 in the last year.

The State ACS report provides comparative data regarding its facilities and funding. While the data show that the College works hard to keep its physical plant costs to only 10.8% of its budget (compared to the state community college average of 12.2%), energy costs continue to drain its

resources. At \$.1232 per cubic ft., MMCC's energy costs are the highest in the state (which shows an average of \$.1104). The high-efficiency chiller and high-efficiency lighting in this proposal would dramatically improve efficiency. Further, the proposed renovations would reconfigure space to allow for increased enrollment and increased use of student support services. Cost reductions and enrollment increases are key objectives for the College which relies heavily on student tuition for its operating expenses. An unfortunate artifact of the College's history is that it receives state aid per FYES that is significant lower than its counterparts: Mid's state aid FYES in 2014-15 was \$1822/FYES compared to the state average of \$2846. While it has had continued support from its service districts, the decline in property values results in Mid having the lowest property tax revenue per FYES in the state: \$888/FYES vs. \$4,312/FYES as the state average. This proposal will assist us in keeping costs low for our in-district students while generating higher college attainment rates for an area of the state that is underserved.

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

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

MMCC's operating philosophy encourages engineering all renovation and new construction projects to the highest appropriate level of energy efficiency with emphasis placed on LEED requirements. Examples specific to this project include high efficiency window glazing and building envelope design. Consideration will also be given to replacing inefficient air handlers with new high efficiency VFD controlled units. These initiatives will help reduce future energy consumption and costs.

As shown on the 5-Year Campus Master Plan, the College intends to continue investments in its existing facilities with improved lighting and energy efficiencies.

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

College match resources exist within the Building & Site fund balance. Such funds are designated and allocated for future college needs by the Board of Trustees on an annual basis as excess operating funds are identified.

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

No. However, the College does recognize that this project is likely to trigger other renovations that would fall outside the scope of Capital Outlay funding. The College intends to move forward on enhancing student non-classroom space as funds become available. It has already invested \$4.8 million in upgrades to the Harrison campus in the last five years.

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

We do not anticipate any increase in operating costs since there is no new space. Furthermore, we do anticipate that the infrastructure improvements will result in increased energy efficiency which should provide some cost savings and increased comfort in the space. We also anticipate that updated space will be an additional draw to the campus and enable us to provide enhanced services to students. Enrollment growth would be a boon to the campus and to the economic vitality of our region.

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

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

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

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

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

Some inadequate consolidation of service in the Library and Learning Services are has already been done as the College has petitioned for capital outlay funding for this project. In this smaller scale attempt, some support services have been moved to the library. However, no classroom or office renovations have been attempted. CTE courses, the bookstore, and other services remain dispersed throughout the building. Group study spaces have been virtually eliminated.

This project is not asking for a brand-new building. The College seeks funding to make an existing building more energy and cost efficient, to renovate and reconfigure space for greater effectiveness, and to support our current and future students in their academic endeavors.