Mid Michigan Community College

FIVE YEAR MASTER PLAN
FY 2013 to FY 2017

FY 2013 Capital Outlay Project Request/Update
Mt. Pleasant Campus Unification

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Index

MISSION STATEMENT ............................................................................................................. 3
INSTRUCTIONAL PROGRAMMING ......................................................................................... 3
MICHIGAN TECHNICAL EDUCATION CENTER ................................................................. 4
BUSINESS AND INDUSTRY ..................................................................................................... 5
LIBRARY LEARNING SERVICES ............................................................................................. 6
ADULT EDUCATION FOCUS ..................................................................................................... 8
PARTNERSHIPS .......................................................................................................................... 8
OTHER INITIATIVES ................................................................................................................... 9
INITIATIVES IMPACTING FACILITIES USAGE ................................................................. 11
CURRENT AND FUTURE PROGRAMS ....................................................................................... 12
STAFFING AND ENROLLMENT ............................................................................................... 13
DISTANCE EDUCATION .......................................................................................................... 14
ENROLLMENT PATTERNS ......................................................................................................... 14
RATIOS AND FUTURE STAFFING NEEDS .............................................................................. 18
AVERAGE CLASS SIZE ............................................................................................................ 18
FACILITY ASSESSMENT .......................................................................................................... 18
EXISTING LAND ASSESSMENT .............................................................................................. 25
SUMMARIZATION OF PROPOSAL .......................................................................................... 25

APPENDIX A: DUCE SIMMONS FACILITIES INVENTORY AND ASSESSMENT
APPENDIX B: R A SCHETTLER, INC. REGISTERED APPRAISERS REPORT
APPENDIX C: FALL PROGRAM ENROLLMENT
APPENDIX D: HIGH SCHOOL GRADUATION PENETRATION RATES
APPENDIX E: STUDENT COUNTS FOR SELECTED HIGH SCHOOLS
I. MISSION

The purpose of Mid Michigan Community College (MMCC) is to provide educational and community leadership for the development of human ability. To this end, the College provides post-secondary education and services to enable students and the community to achieve success in a global society.

II. INSTRUCTIONAL PROGRAMMING

The following is a list of the active Programs/Services offered:

ASSOCIATE DEGREES:

Accounting
Accounting Transfer to Northwood (3+1)
Automotive Technology
Arts
Baccalaureate Studies
Biology
Business Administration
Business Information Systems
Chemistry
Computer Aided Drafting & Design
Computer Information Systems Networking
Computer Information Systems Programming
Criminal Justice - Corrections
Criminal Justice – Law Enforcement
Early Childhood Education
Elementary Education
Entrepreneurship
Fire Science
General Studies
General Technology
Graphic Design
Health Information Technology
Heating/Refrigeration/Air Conditioning
Hospitality Management
Legal Secretary/Office Professional
Magnetic Resonance Imaging
Management and Marketing
Medical Assistant
Medical Secretary/Office Professional
Medical Transcriptionist
Nursing
Physical Therapy Assistant
Pre-Engineering
Psychology
Radiography
Secondary Education
Science
Small Business Management
Sociology
Theatre
Visual Arts
CERTIFICATES:
Automotive Service Mechanic (1 year) Early Childhood Education
Automotive Technology (2 years) Heating, Refrigeration, Air Conditioning
Computer Assisted Drafting (CAD) Machine Tool Operation
Business Information Systems Welding
Practical Nursing Consumer Energy Specialist

TRAINING CREDENTIALS:
Heating/Electrical Specialist Pharmacy Tech
Legal Office Specialist Records Information Management Specialist
Medical Office Specialist Heating/Refrigeration/Air Conditioning Specialist

MICHIGAN TECHNICAL EDUCATION CENTER (M-TEC℠)

Programs identified for development by the Michigan Technical Education Center (M-TEC℠) Board of Directors, consisting of local business and manufacturing leaders, educational representatives and workforce development specialists, include:

**Construction Trades**
- Carpentry
- Electrical
- Masonry
- Plumbing
- Builders License
- NEC Code Update
- Apprentice Electrician Classes

**Industrial Trades**
- Plastics
- Pneumatics
- Electrical Controls
- Instrumentation
- Hydraulics
- Machine Tool/CNC
- Industrial Electrical

**Health-Related**
- CNA
- Phlebotomy
- Medical Clerk
- Dialysis

**Other**
- Alternative Energy
- Class B Transportation Licensing

In addition to these courses, other programs currently under consideration for development by M-TEC staff include: Plastics Forming, Short Term Welding, Weatherization for Construction, Home Energy Audit Training, and more. A more complete listing of M-TEC course offerings may be found at [www.midmich.edu](http://www.midmich.edu) and by clicking on the M-TEC icon.
Several M-TEC courses are offered as credit bearing which may lead to an Associate Degree in General Technology. As a result of this transition, students now have access to additional forms of financial aid to offset the cost of tuition.

As of the fall of 2010, the HVAC, Welding, Automotive and CAD programs migrated to the oversight of the Executive Director of Workforce and Economic Development, Michigan Technical Education Center. These programs are similar in nature to the other occupational programs already offered by the M-TEC. This change has offered additional contact and partnerships opportunities for each area, as well as the potential for joint student projects that can include more than one discipline.

Other programs housed in the M-TEC include the Small Business and Technology Development Center (SBTDC), which focuses on small business counseling with free one-to-one counseling and offering the Small Business Development Center Library, which provides learning materials to foster the development and nurturing of existing business. Four offerings that are in high demand in the Central Michigan area are: How to Start a Small Business, Writing a Business Plan, Marketing Your Small Business, and Sales for Your Small Business.

**BUSINESS AND INDUSTRY**

The College recognizes that it has a special responsibility to assist area employers with specialized training/education services to help them meet the continuous challenges of rapidly changing technology and the incredibly competitive global economy. To this end, MMCC offers customized training that is heavily relied upon by area employers. The training programs can be delivered at the place of business or on the College campus. In addition, the BIDC collaborates with the M-TEC in working with area manufacturers to design programs that use existing in house technology. Economic Development Training Grants and Incumbent Worker Training Grants are often available through the Michigan Economic Development Corporation and MiWorks! to help facilitate these collaborative initiatives, thereby providing a number of alternative methods of customized training to the business and industrial community. Incumbent worker training initiatives have been developed and offered to include the New Jobs Training Program through the Department of Energy, Labor and Economic Development.
Co-Op/Internships
The co-op/internship class is designed as a capstone experience to be taken during the last semester of a student’s occupational college program. This course allows students to combine learning in the classroom with learning in the workplace. The placement coordinator secures the business/industry location, provides the learning objectives, and monitors the student’s activity and necessary contact hours.

CONTINUING EDUCATION
Under new regulations established by Michigan’s Electrical Administrative Board in 2010, all electrical apprentices must participate in an approved electrical training program. Electrical apprentices in the construction and industrial fields are currently required to register with the state. Now, in addition to registering, electrical apprentices will have to document their continuing education. Mid Michigan Community College is an approved provider of related technical instruction that will meet the education requirements of apprentices. MMCC, through its Technical Education Center, offers both on-campus and online courses that meet the required standards.

Professional and personal workshops and seminars are offered through the MTEC when topics of interest are either requested or determined to be of public interest.

LIBRARY LEARNING SERVICES
Serving the number of students who are taking developmental courses in reading, writing, and math continues to be the primary challenge for the Library Learning Services (LLS). College assessment continues to show that, increasingly, students enter our college underprepared for college level coursework as indicated by the following table:

<table>
<thead>
<tr>
<th></th>
<th>ACCUPLACER RESULTS</th>
<th>ACT SCORE RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N=1,245</td>
<td>N=910</td>
</tr>
<tr>
<td>English</td>
<td>66%</td>
<td>72%</td>
</tr>
<tr>
<td>Mathematics</td>
<td>88%</td>
<td>80%</td>
</tr>
</tbody>
</table>

The LLS is charged with preparing these students for college level courses. The level of remediation needed cannot be achieved in a short period of time. In addition, more and more students who require
increasingly complex services are finding their way to the LLS - more than the LLS can comfortably accommodate. This difficulty prompted the development of a reading policy, addressing students who read below a sixth grade level.

Preparing remedial students for college is one of the LLS’s primary goals. Adding to this challenge, the number of students using the services continues to include students with diverse disabilities and deficiencies. Our centers on the two campuses continue to get busier with further demands for services each semester.

Students are able to come to the LLS for a variety of assistance such as the Writing and Reading Center, Math Lab, Computer Information Systems, research, and all the services offered in the library. Staff will continue to be cross-trained to better assist student needs while saving resources. It remains the goal of the institution to physically merge the departments by expanding the existing library at the Harrison campus eventually moving all of the services into one area. This will also create a better learning environment and offer more opportunities for developmental courses and expansion of curriculum.

The curricula for remedial services continually evolve to bring these students up to college level competencies. The Math Lab classes have transitioned to a more student friendly format. Not only are students given the choice to take Math 101, 104, and 105 in an open lab setting, but they now also have the opportunity to take these classes in two components with collaborative groups of 8 to 10 students. This new format is constantly evaluated, both in terms of course success and retention. Students continue to have access to individualized assistance with math lab personnel and supplemental aides in the LLS.

Because small learning groups have proven successful, English 097 and 098 continue with the small class sizes of 16 students. We are now in the process of tracking these students to monitor success and completion of higher English coursework.

English 104 is formatted with a capacity number of 16 and has a strong focus on reading, in addition to its basic writing curriculum, faculty are examining the outcomes for these groups to determine whether the smaller classroom number and content lend themselves to higher retention and success in this bridge class.
Due to the lack of basic skill levels in several areas, the LLS offers several drop-in tutorial services including: math, Spanish, computer information systems, accounting, reading, and writing. The supplemental services area of the LLS also offers individual tutoring as well as Supplemental Instruction (SI) in biology, anatomy and physiology, and chemistry.

ADULT EDUCATION FOCUS
MMCC currently works with Adult Education students by using Plato (Computer Aided Instruction) to help students prepare for the General Education Development (GED) test.

PARTNERSHIPS
Mid Michigan Community College collaborates with various organizations and institutions to provide better services to students and community members.

- Partnerships exist with Central Michigan University (CMU) and Ferris State Universities (FSU) in providing customized training throughout Clare/Gladwin and Isabella Counties’ business districts. This approach in developing and delivering customized training continues to be a strong link between these institutions.
- MMCC has expanded our nursing program and developed other health-related programs such as Surgical Technician with Lansing Community College. MMCC has developed articulation agreements with Ferris State University and a developed transfer guide to Davenport University for the Health Information Technology program.
- An important feature of the Mid Michigan Community College Radiography Program is the collaboration with Alpena Community College, Kirtland Community College, Lake Superior State University, Montcalm Community College, and West Shore Community College. Students from these parts of the state can take equivalent pre-requisite and general education courses at their local college, transfer to Mid Michigan Community College for the Radiography professional courses, and be assigned to their local community hospital for Clinical Education. In fact, this successful arrangement has been in effect for 20 years in the case of one institution. By collaborating, MMCC has been able to offer an economically viable program that serves more students, as well as to provide a source of qualified radiographers to medical facilities in Central and Northern Lower Michigan and into the Upper Peninsula. An Associate in Applied Science Degree in Magnetic Resonance Imaging was approved in 2010. A consortium made up of Grand Rapids Community College, Grand Valley State University, Kellogg Community College, Lake Michigan College, Lansing Community College and MMCC has
successfully been put in place with the first MMCC students enrolled in the program in the fall 2011 semester. An additional consortium discussion has started to take place to expand the number of students in the programs and to add computed tomography by 2013.

- A discussion and collaborative grant application has taken place with Michigan State University (MSU) on the development of an agriculture program at MMCC. The program would be designed to allow students to stop-out at various points that would satisfy the student's need. A seamless transition to MSU would also be an option for the student who wanted to continue on to a four year university.

- Partnerships also include Michigan Works and Region 7B, Mid Michigan Industries, Gladwin County Economic Development Council, Middle Michigan Development Corporation and Clare/Gladwin/Isabella Chambers of Commerce. These partnerships allow for the delivery of lifelong training programs for businesses, workforce boards and targeted populations (senior citizen groups, lower socioeconomic populations, etc.) in each of the counties.

- MMCC also actively partners with Gratiot/Isabella Regional Education Service District to collaborate with the delivery of continued education programs such as updating computer skills.

- An ongoing partnership with Mid Michigan Safety Council provides the framework for an annual Mid Michigan Safety Expo hosted by MMCC. This partnership delivers low-cost safety and training seminars to area business and industry employees.

- MMCC has partnered with MidMichigan Health to provide an opportunity for LPN's to receive their RN degree. MMCC has been approved for an additional 20 seats in the nursing program specific for the MidMichigan Health LPN employee. Together MMCC and MidMichigan Health have developed a unique delivery model to allow the LPN to continue working while completing their course work.

**OTHER INITIATIVES**

MMCC has developed several unique relationships to better serve the students in our community college district:

- Numerous articulation agreements are in place for high school students to receive college credit for comparable classes taken at the high school. In most of these articulated classes, the students must show competency or be successful in the next higher classes to receive this credit. Currently 39 area high schools and technical centers are partnering in articulated credit. This ties the community college to the career pathways system and helps lead students to a more seamless transition to higher education.
Six years ago Mid Michigan Community College, Clare-Gladwin Regional Education Service District (RESD), Central Michigan University, and the five K-12 school systems in Clare and Gladwin Counties formed a group named Northern Exposure to explore ways that the organizations could work together to improve education for local students and to identify ways that CMU’s Teacher Education program could better connect with this area. The group collaborated to hire two outside consultants to conduct a study on high school and college English composition courses. Out of this study came an initiative to provide release time for a college English instructor to spend time connecting with high school English instructors. This group has morphed into a growing network among high school and college English faculty who are recognizing college-level expectations and identifying deficiencies. The network is reinforced through a newsletter which has contributors from the different constituencies, and a “Dinner & Dialogue” which includes professional development connections with the RESD.

MMCC is partnering with local K-12 school districts to provide more streamlined opportunities for advanced studies for high school students. Currently, MMCC and Farwell Area Schools are in a second year of piloting a program which, if successful, can be expanded to the other local schools. The pilot incorporates Farwell’s recent status as an Early College, and uses team teaching between college and high school instructors. The program includes both on-campus and onsite experiences to ensure consistent outcomes and to support student success both academically and non-academically.

Recognizing that transfer of students among colleges is a natural occurrence, the college continues to work with other institutions to develop formal transfer agreements with two and four-year institutions so that MMCC students have the opportunity to continue their education. Currently MMCC has formal transfer agreements with Capella University, Central Michigan University, Davenport University, Delta Community College, Ferris State University, Franklin University, Kaplan University, Lansing Community College, Life University, Northwood University, Saginaw Valley State University and Western Michigan University. Transfer guides are also available for a number of other institutions including Lake Superior State University, Northern Michigan University, Michigan State University, and University of Michigan–Ann Arbor Engineering.

One of the college’s goals states that MMCC is committed to provide educational opportunities that will prepare students for successful employment in business, health and technical occupations. The college currently offers 28 occupational/technical programs that have been approved by the local workforce board for Individual Training Account participation.
- Located on the campus of Mid Michigan Community College, the RESD is a particularly robust partner as indicated by the following examples:
  - The college continues to serve as a partner with the area high schools and the RESD to deliver career/technical education on the Harrison Campus. Classroom and laboratory space is provided to the local schools for programs in automotive, welding, criminal justice/law enforcement, computer repair, networking, graphic art technology, and health occupations. Facility usage is greatly impacted by the partnership with the area schools and the RESD to host the career/technical courses. Second-year students take advantage of dual-enrollment options for additional occupational/technical training. This illustrates a definite link to the career pathway system.
  - Mid Michigan Community College regularly works with the RESD and representatives from our local schools to collaborate on grant proposals. The Middle College, hosted on MMCC’s Harrison Campus, represents one result of such a grant proposal. The partnership includes not only the RESD, but also the five local school districts and MidMichigan Health System. The Middle College is one of the only rural Middle Colleges in existence and involves academic grades 8-12. Students who show an aptitude for healthcare have the opportunity to fulfill the high school curriculum requirements, to enroll in healthcare classes and clinical rotations, and to attain college credits so that they can enter the labor market in the high demand field of health care much sooner after high school graduation. Middle College students completing the pre-requisite courses for the nursing program are considered for admission to the MMCC’s nursing program immediately upon completion of their coursework. We are now working with the RESD to expand the Middle College beyond just the health careers.
  - A recent initiative with the RESD and the local schools involves sharing maintenance services. The plan has been successful and provides a foundation for considering other shared resources such as shipping and receiving services, IT expertise, Human Resources services, graphic design, and so on.

 INITIATIVES IMPACTING FACILITIES USAGE

MMCC plays a significant role in preparing students from the Mid-Michigan region to transfer to four-year institutions. In fulfilling this role, MMCC has realized increases in its enrollments for liberal arts offerings. The current facilities at our Pickard location in Mt. Pleasant have reached capacity, both in terms of
classroom utilization and parking. In addition, the space available for instructional support activities, tutoring, supplemental instruction, remedial instructional activities, and library services – are all limited and near capacity. Thus, the initiative of meeting the increased role of preparing students for successful transfer has taken MMCC to the limits of its current facilities at the Pickard location.

**CURRENT AND FUTURE PROGRAMS**

MMCC is continuing to evaluate program planning that will impact facilities usage, especially at our Mt. Pleasant locations. Having received planning approval from the 2012 Capital Outlay Request for the construction of a Center for Academic and Business Studies MMCC is positioned to address the need for greater instructional space in Mt. Pleasant. Discussion continues on an expansion of science/health offerings, which have primarily focused on serving our health care programs. We will continue to serve these programs, but in addition, we will be exploring expansion into business and industry applications.

MMCC’s technical programs have recently received long overdue attention. The lab facilities for the Heating, Refrigeration and Air Conditioning (HRA) program and for the Welding program are undergoing significant upgrades and expansion. There is an increased demand for qualified welders in our region and to meet the demands, we have converted some existing space for use by the Welding program. In addition to the extra space, the ventilation and electrical systems have been upgraded.

The Automotive lab has received less extensive upgrades. The HRA program has been in need of additional space; M-TEC facilities are currently being renovated to accommodate a move of the HRA program into the M-TEC building. The renovation will house new programming in alternative energy with a primary focus on geothermal technology.

MMCC, like other community colleges throughout the country, receives high numbers of students who are not adequately prepared to succeed at the college level. Understanding that different groups of high school students need different types of preparation and assistance in making the transition from high school to college is the starting point for a collaborative project with our local high schools. This project will focus on identifying key characteristics of these groups, and appropriate strategies for helping them to succeed with their transition. Much work has been done already in gathering information about these students and their particular needs. We now take this information and use it in the development of a transition program that will meet the particular needs of students in our region, and have flexibility to accommodate variations among our school districts.
The Off Campus Program is another way that Mid Michigan Community College can provide college-level instruction and credit-bearing courses outside the walls of the college. These Off Campus courses give students an opportunity to earn college-level credits in courses that will easily transfer to universities. Typically these courses involve dual enrolled students and are offered at a high school location which makes them more accessible to high school students.

The overall goal for MMCC is to provide a cohesive program for seamlessly transitioning high school students into successful college students, by providing relevant instructional programs integrated with the high school curriculum. In addition, this program focuses on the development of the student knowledge, academic skills, and abilities that will assist students in interacting with the institution.

**Allied Health**
Because of strong demand, the college has developed an array of programs in health-related and technology areas such as LPN, RN, physical therapy assistant, pharmacy technician, respiratory therapy technician, online nursing, health information technologies, certified nurses’ aid, dialysis technician, phlebotomy and other high demand health care careers. National accreditation has been obtained in several of these program areas. These programs form a productive career ladder for both recent high school graduates and dislocated workers. The strong professional link throughout the health care facilities, in the Mid Michigan area, provide a successful transition for our graduates from college to employment in area hospitals, nursing homes, physical therapy centers, radiological facilities and doctor’s offices.

### III. ENROLLMENT AND STAFFING

**Current Student Enrollment**
Full and part-time student enrollments by program for fall 2011 are listed in Appendix C. The students can access these programs in a variety of ways: by attending classes on campus, via satellite, at off-campus locations including high schools, and by Interactive Television (ITV).

Retention efforts at MMCC are in their infancy stage, however great strides are being made through the development, piloting and implementation of the Early Alert System, which includes attendance reporting, mid-semester reporting, and the Retention Management System. Further retention efforts include the administration of the College Student Inventory (CSI) to all new MMCC students at the same time they are administered the Accuplacer placement test. Academic Advisors will use the CSI Student Report in
advising sessions with new students to help open lines of communication and to address self-reported issues that might act as hurdles to their academic success. Additional future uses of student’s CSI results include plans to enroll those students as identified as high at-risk in a college navigation course. Through creation, implementation, and use of the Early Alert System and the College Student Inventory our short term goal is to take an early active role in student engagement and success, thus assisting us in achieving our long term goal of increased student retention and graduation rates.

With the addition of a Title III award in 2010 from the U.S. Department of Education, MMCC has increased its focus of addressing student and institutional needs. In the first year, MMCC closely aligned student services with academic support services to more effectively assist students. The Title III staff will continue working to enhance student advising, developmental math, and career advising while also improving financial aid literacy, and encouraging the use of educational development plans.

**Distance Education**

Web-based or online classes allow students to take courses that would not otherwise fit their schedules. Online class enrollments have increased each year since they were first offered in the winter of 1999, now making up 14.34% of the fall 2011 credits. Over 26% of students enrolled fall 2011 semester were enrolled in at least one online class. Mid Michigan Community College is also an active member of the Michigan Community College Virtual Learning Collaborative (MCCVLC), which is a collection of courses offered by the majority of the community colleges in Michigan. During the 2010-11 academic year, Mid Michigan Community College was the provider college for 29 MCCVLC students. With MMCC involved in offering
online classes to students locally, as well as through the MCCVLC, enrollments are expected to continue to increase for the next five years.

As of 2010, the Higher Learning Commission of the North Central Association of Schools and Universities has authorized MMCC to independently offer entire programs online. MMCC’s online courses are designed to reflect the same content and assignments as regular on-site courses, although some activities must be redesigned to fit the electronic format. Recently, MMCC has developed a more rigorous process for ensuring high quality online programming, including course evaluation via a rubric used by the MCCVLC and a credentialing process for online instructors.

Other distance education formats include the use of Interactive Television (ITV) and Hybrid courses. ITV classes are scheduled between MMCC’s two campuses, which allow us to offer some otherwise low enrollment classes. Hybrid courses combine on-ground and online delivery systems, which not only add to the students’ learning experiences but also extend the use of our physical facilities. In addition to courses designed for online delivery, MMCC now offers an online course shell for each on-site course, allowing instructors to supplement their courses. Students and instructors can communicate via the web, post and receive assignments, and have continual access to grades.

**Enrollment Patterns**

Mid Michigan Community College (MMCC) has experienced sustained enrollment growth over the past ten years as demonstrated by a 125% increase in credit hours, a 428% increase in online credit hours, and a 258% increase in credit hours from high school student dual enrollment. In that same timeframe, the number of unduplicated students served has grown from 2,354 in fall 2001 to 4,852 students in fall 2011.
MMCC draws students from over 70 Michigan counties, the chart below indicates enrollment of the top seven counties that have remained constant over the years.

Fall 2011 enrollment data by program are provided in Appendix C.

Enrollment projections are based on the surrounding high school population/penetration rates and the Clare, Gladwin and Isabella County Census Population Projections. Labor market projections along with enrollment patterns and population projections were collected to help forecast the future enrollment for MMCC (Appendices D and E). The following chart shows no significant change in the traditional age of students enrolled at MMCC.
Population trends from 2010 to 2020 for Clare, Gladwin and Isabella counties (obtained from the Michigan Information Center) show an increase in Clare County of 11.4 percent and 9.1 percent for Gladwin County. Isabella County shows a projected increase of 4.8 percent from 2010 to 2020. Based on the area population projections for these three counties MMCC’s enrollment for fall 2012 is projected at 4,700.

To better understand MMCC’s relationship with our in-and out-district schools, the college tracks the ratio of high school graduate enrollment in MMCC coursework. College enrollment patterns from in-district and out-of-district high school graduates for the 2011 school year can be seen in Appendix B. Future enrollment patterns and area population projections have great significance for program offerings at MMCC. With the 2011 addition of a federally funded Education Talent Search grant, an increase in contact with area teachers and counselors, the college should be able to increase the number of high school graduates enrolling at MMCC.

The college must not only continue to penetrate the high schools to generate student interest in the classes and programs available, but must continually evaluate the external workforce and community needs to ascertain that its programs and services are consistent with these needs. If MMCC provides the appropriate programs, curricula and services, and markets these programs and services well, it may realistically expect an increase in enrollment of students directly from the high school and from the external workforce.

Because of the rapid changes taking place in the workplace, MMCC also has the opportunity to offer short courses and training opportunities for increased continuing education courses due to the interest of our society in lifelong learning and rapidly changing job skill requirements.

**Instructional staff/student and administrative staff/student ratios**

Based on the most recent IPEDS (2010–11) data, Mid Michigan Community College has 30 students per instructional full time equivalent (FTE) and 44 students per administrative FTE. Like many community colleges, MMCC faces the additional challenge of providing student support and meeting service needs at multiple locations.
Future Staffing Needs

Future staffing needs based on enrollment estimates and future programming changes for the next five years is listed below:

1. 1 Full-time Math Faculty
2. 1 Full-time Financial Aid position
3. 1 Full-time Social Science Faculty
4. 1 Full-time Speech Faculty
5. 1 Full-time Allied Health Faculty
6. 1 Full-time Occupational/Technical Faculty
7. 1 Occupational Lab Coordinator

Staffing needs for the M-TEC will be determined over the coming years based on client and enrollment demands and as new technologies such as alternative energy are developed.

Average Class Size

Average class size for MMCC is 18.97 (ACS 2010 - 11) students and we are projecting average class size to increase slightly over time.

IV. FACILITY ASSESSMENT

Harrison Campus

The facilities on MMCC’s main campus were constructed in 1968. Since then several additions have been made to the basic instructional facility: 11,000 sq. ft. Auto Tech Lab, 5,010 sq.ft. Climate Control Lab, 18,000 sq.ft. Technical Education Lab, 14,000 sq.ft. Health and Classroom Wing, 2,000 sq.ft. Food Service, 3,000 sq.ft. Goldberg Center, 26,000 sq.ft. Health/Science Wing completed the summer of 1998, and a 13,685 sq.ft. Student Orientation and Academic Resource Center (SOAR) was completed in the spring of 2004. The additions were primarily developed with federal, state and local funding - remodeling and upgrading have taken place regularly with MMCC funds.

The college’s Michigan Technical Education Center (M-TEC) opened its doors in the fall of 2001 and consists of 20,990 square feet. Customized classes and training are offered in construction and industrial trades. The Center has its own gas, electrical and water systems.

In the spring and summer of 2005 a new 4,800 sq. ft. Shipping & Receiving Building was constructed. The building is a 40’ x 120’ x 16’ pole building, with a 20’ x 30’ office located inside. The building houses college
owned vehicles and equipment along with the Shipping and Receiving activities. In the fall of 2010 a 2,000 sq. ft. addition was constructed to house the Theatre Lab and associated storage.

The main campus consists of 151,000 square feet of instructional and support space, 10,000 square feet of cafeteria/student center space and 5,500 square feet of maintenance support buildings. The main instructional building is 42 years old and well maintained. However, there are many areas that demand upgrading, especially concerning mechanical systems, which will be outlined later.

Mt. Pleasant Campus
The facilities at MMCC’s Mt. Pleasant Pickard location were constructed in 1982 and purchased by the college in December 1993. The 57,000 square feet building is used for instructional classrooms, student services and administration. The building is three stories high with each story height being ten feet. The facility has undergone major remodeling projects each year to make a full service educational facility.

The facility is situated on 9.98 acres, of which 6.4 acres is utilized by the building and parking. The institution is growing rapidly on the Mt. Pleasant Campus, since it has only been fully operational in this facility for the last few years. Administration and instruction are working collaboratively to ensure college resources are maximized at this location. Fortunately, our Capital Outlay project for the new Herbert D. Doan Center for Science and Health Technologies Center in Mt. Pleasant was approved in 2005. This two-story building (58,000 sq ft) is located on 44 acres near our current facility and was completed in April 2008. The Center provides space for health-related and science labs and classrooms and relieves some of the pressure on our current facility. In April of 2011 a 15,000 sq. ft. addition was completed to house student services functions.

ESTIMATED REPLACEMENT VALUE OF EXISTING FACILITIES

Harrison and Mt. Pleasant Campuses

Current Replacement Value – Buildings $63,322,250*

* Attachment B - R. A. Schettler, Inc. Registered Appraisers Report

All buildings are insured for replacement values.
HARRISON CAMPUS - ELECTRICAL SYSTEMS DESCRIPTION

Electrical Service
Main electric service to campus is underground 4800/8320 volt primary from Consumers Power Company to a line-up of outdoor primary switchgear owned by the College.

From this primary switchgear, one switch feeds an outdoor 1500 KVA unit substation; another switch feeds an outdoor 750 KVA pad mounted transformer which is now lightly loaded. The third switch feeds the M-TEC building which has a pad-mounted compartment-type, self-cooled, three-phase distribution transformer. Total maximum demand from Consumers Power Company records is 565 KW, which is less than 700 amps at 480 volts. Secondary services from both the unit substation and the pad mounted transformers are at 480/277 volts. The 480/277 volt secondary distribution for both the unit substation and pad mounted transformer were reworked and added to as necessary to feed new panels for the new Science/Health Wing addition in 1998.

Fire Alarm
A new fire alarm system was installed during the summer/fall of 2011 which complies with the current code and A.D.A. requirements.

Lighting
The college is continuing to upgrade the lighting systems in the main building on the Harrison Campus to T8 lights with electronic ballasts.

ASSESSMENT OF CAMPUS UTILITIES SYSTEMS

HARRISON CAMPUS
Sanitary Sewer
The original sewage disposal system consisted of a 17,500 gallon septic tank, 3,000 gallon dosing chamber with one (1) siphon, and a 10,000 square foot tile field. In 1982, alterations were made to the system because of additions to the physical plan and a rising enrollment. These alterations consisted of adding a second siphon, which alternates with the existing siphon and discharges to a second 10,000 square foot tile field. This brought the total capacity of the system to 20,000 gallons per day, which was based on the college’s long-range plan of 1,000 occupants at 20 gallons per day. The current system is at capacity per state and local inspectors.
The M-TEC’s sewer system consists of two 1,500-gallon septic tanks and a 1,200 square foot drain field.

Storm Sewers
Existing storm drainage from roofs and parking areas are piped to storm retention areas.

Water Service
The original water system consisted of a well on the West side of the building and a 2,400-gallon pressure tank within the building. In 1982, a second well was installed on the East side of the building. Both wells pumped into a common pressure tank. Due to the age of this system, in the Fall of 2009 the system was upgraded to a system utilizing four smaller pressure tanks. The present system capacity is 300 GPM± at 80 PSI± static pressure. Tank pressure is 30–50 PSI. The present design water flow for the existing building is 190 GPM±. The 4-inch water main from the tank has a capacity of 400 GPM; therefore, there is adequate water.

Gas Service
The existing gas service is natural gas from Michigan Consolidated Gas Company. The original service was installed in 1968 and was sized for a total connected load of 14,595 cubic feet of gas. In the fall of 2003 a new service line was installed which removed the meter from the interior of the building and located it several feet from the building. The present connected load is 15,509 cubic feet, including the existing laboratory space, which has 1,410 cubic feet.

The M-TEC’s gas service is natural gas from Michigan Consolidated Gas Company, and was installed in 2001.

Heating System
The original boilers from 1968 and 1975 were replaced in the summer of 2005. We now have three Bryan flex tube boilers each sized for 50% of the heating load. This will provide backup capacity if one should fail. The SOAR Center also has two hot water boilers. During the summer of 2011 major renovations occurred in the entire wing that houses the computer labs and the welding lab. The HVAC systems, including the exhaust system for the welding lab were replaced. All new lighting and ceilings were installed in the computer labs and classrooms. The welding lab’s electrical system was completely updated.
Air Conditioning System
The original Trane Centrifugal Chiller and Cooling Tower were replaced with a new Trane RTAA air-cooled Screw Chiller in August of 2002. The resulting benefits are the elimination of environmentally unsafe refrigerant (the new chiller operates on R-134A refrigerant), electrical savings from lower KW per ton of cooling, no cooling tower, no condenser pump, no make-up water, no tower treatment chemicals, and we will have back-up cooling capability with two compressors. This was done at a cost of $170,000. New independent air conditioning systems were installed for the Health/Science Wing, M-TEC, and SOAR Center. Currently, there is no air conditioning in the M-TEC labs.

Temperature and Energy Management Controls
The main campus has a Barber-Coleman “Network 8000™” Global Control Module in operation of the HVAC system.

Health/Science Wing
This addition has combination pneumatic and direct digital controls as well as a stand-alone energy management system.

SOAR Center
This addition has direct digital controls and a stand-alone energy management system.

Mt. Pleasant Locations
Campus utilities are available as follows:

<table>
<thead>
<tr>
<th>Service</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanitary Sewer</td>
<td>Union Township</td>
</tr>
<tr>
<td>Storm Sewer</td>
<td>Union Township</td>
</tr>
<tr>
<td>Water Service</td>
<td>Union Township</td>
</tr>
<tr>
<td>Gas Service</td>
<td>Consumers Energy Service</td>
</tr>
<tr>
<td>Electric Service</td>
<td>Consumers Energy Service</td>
</tr>
</tbody>
</table>

Electrical System Description

Pickard Campus Electrical Service
There is an underground primary service and pad mounted transformer with 480/277 volt, three phase, four wire Y connected secondary service to the building. Services within the building are 480/277 and 208/120
volts, 3 phase, 4 wire, solid neutral. Power Distribution System- 480 volts, 3 phase, 3 wire. Lighting System – 480/277 volts, 3 phase, 4 wire, with 277 volt single phase circuits balanced on the three phases.

DOAN Center Electrical Service

There is an underground primary service with a 1500kva pad mounted transformer with 480/277 volt, three phase, four wire Y connected secondary service to the building. Services within the building are 480/277 and 208/120 volts, 3 phase, 4 wire, solid neutral. Power Distribution System- 480 volts, 3 phase, 3 wire. Lighting System – 480/277 volts, 3 phase, 4 wire, with 277 volt single phase circuits balanced on the three phases. There is also a 500kw Natural gas fired backup generator that supplies power to life safety devices and the exhaust system for the science labs.

Heating and Air Conditioning System Pickard Building

Radiant hot water heat along perimeter walls with zone central and roof mounted central air conditioning is the system currently in operation. In the summer of 2006 the 24 year old boiler was replaced with two Bryan Flex Tube boilers, each sized for two thirds of the building load. In the summer of 2007 the 25 year old roof top units were replaced with new McQuay units.

Heating and Air Conditioning System DOAN Center

Heating system consists of three Cleaver Brooks Flex tube hot water Natural gas fired boilers; each boiler is sized at 50% capacity. There are three Air Handling Units w/ VAV terminal units. There are two McQuay air cooled packaged liquid chillers with scroll compressors.

Temperature and Energy Management Controls

A Barber-Coleman “Network 8000”© Global Control Module is used to monitor temperature controls at the Pickard Campus and an Invensys system is currently being used at the DOAN Center.

Fire Alarm

The current system at the Pickard Campus has been upgraded to local fire code with renovations that have occurred. The DOAN Center is equipped with a wet-pipe Sprinkler system and an audible/visual alarm system.
ASSESSMENT OF CONDITION OF CAMPUS INFRASTRUCTURE

Harrison Campus
There are 600 parking spaces available and parking lots are in good condition. All parking lots are resurfaced on a rotating basis.

The main drive into the campus with connecting roads to the various parking areas is in good condition and has been resurfaced. We have also replaced sections of the main drive as needed.

The back entrance to the campus was paved in 2001 to enhance the M-TEC and attract more students to enter through the south, to access the back parking lots at the Health/Science Wing, Computer Lab Center and HRAC building.

Mt. Pleasant Pickard Campus
In the fall of 2005, 110 parking spaces were added to the original 342 parking spaces, making a total of 452 parking spaces available. In the spring of 2004, the entrance was widened to accommodate a left turn lane. Another 98 parking spaces were added to the 452 spaces in the fall of 2009 bringing the total to 550.

Mt. Pleasant Doan Center
There are currently 459 parking spaces.

ADEQUACY OF EXISTING UTILITIES AND INFRASTRUCTURE TO CURRENT AND FIVE-YEAR PROJECTED PROGRAMMATIC NEEDS
Existing utilities and infrastructure are adequate for current use and the projected five year programmatic needs.

EXTERNAL FACILITY ASSESSMENT
As identified in the attached Duce Simmons Facility Assessment, the main entrance drive asphalt and curb on the Harrison Campus was replaced during the summer of 2009.
ASSESSMENT OF ALL EXISTING LAND OWNED BY THE INSTITUTION

Harrison Campus
This campus consists of 560 acres, all within section 11, Hatton Township, Clare County, Michigan. The Clare-Gladwin RESD is situated in the southwest corner of the property. The majority of the acreage is still wooded and undeveloped with unlimited acreage available for future needs.

Mt. Pleasant Campus
This campus consists of 9.98 acres on East Pickard Street and approximately 44 acres on Summerton and Broadway Roads, Union Township, Isabella County, Michigan.

V. Implementation Plan
The implementation plan includes three main components: 1) 2012 Capital Outlay Project Request/Update, 2) Renovation Projects and Facilities Replacement Plans and 3) Updated Facilities Inventory and Assessment by Duce Simmons.

Mid Michigan Community College
FY 2013 Capital Outlay Project Request
(FY 2012 Capital Outlay Project Request/Update)
Mid Michigan Community College is not submitting a new project request for FY 2013. The FY 2012 Capital Outlay Project Request received planning authorization as part of the fiscal year 2011 appropriations act, Public Act 329 of 2010. The Phase 200/300 Program Statement and Schematic Design was submitted on October 7, 2011 to the State Budget Office.

FY 2012 PROJECT NAME: MMCC Mt. Pleasant Campus Unification
FY 2012 PROJECT COST: $17,704,500
Is the project a renovation or new construction? New
Is there a 5-Year Master Plan available? YES
Are professionally developed program statement and/or schematics available? YES
Are required match resources currently available? YES
Has the college identified available operating funds? YES

Project Description Narrative
Mid Michigan Community College has accomplished something quite enviable given the current economic situation in Michigan: we have crafted a viable business model that has positioned us for continued
success. The most essential element of our business model is the synergy between our two physical locations: the original 560 acre campus near Harrison with a defined service area of Clare and Gladwin Counties, and our second location in the city of Mt. Pleasant. Other critical components of our business model include stringent cost containment measures, continuing quality improvement strategies, and capturing market share by listening constantly and earnestly to the needs of our communities. Without any doubt, our constituents have told us they want access to high-demand, high skill educational programs and supportive student services in the Mt. Pleasant area.

As a result of deliberate decisions to meet market demands, Mid Michigan Community College (MMCC) has experienced sustained enrollment growth over the past ten years as demonstrated by a 125% increase in credit hours, a 428% increase in online credit hours, and a 258% increase in credit hours from high school student dual enrollment. In that same timeframe, the number of unduplicated students served has grown from 2,354 in fall 2001 to 4,852 students in fall 2011.

![FALL ENROLLMENT COMPARISON 2002 - 2011](image)

The enrollment trend is particularly important to MMCC because of the college’s somewhat unique revenue base. Unlike the revenue model upon which community colleges originated, with revenues deriving fairly equally from property taxes, state appropriations, and tuition/fees, MMCC is highly dependent on tuition as indicated by the following graph:
It is important to know that 54% of our on campus credit hours are generated by our Mt. Pleasant operations. MMCC has been able to provide programs and services that build workforce capacity in the Mt. Pleasant area and as a consequence, the college has also been able to support operations on our Harrison campus, providing costly occupational programs for many first-generation students for whom MMCC represents the only escape from generational poverty that characterizes Clare and Gladwin counties. Therefore, the workforce and economic development of the entire region revolves around MMCC’s ability to take advantage of our momentum in Mt. Pleasant and build on that success.

While many community colleges are growing rapidly due to economic conditions, MMCC’s growth has also been stimulated by the addition of a wide array of health care programs designed to address the critical health care shortage facing both the region and the entire State. An integral part of this program development and expansion was made possible by our approved 2005 Capital Outlay project in the Mt. Pleasant area, the “Herbert D. Doan Center for Science and Health Technologies,” which opened ahead of schedule and under budget in fall 2008. The new facility (which provides laboratories and technology critical to developing highly skilled workers), and our newly accredited programs (all of which have extensive waiting lists) has validated our commitment to serving the Mt. Pleasant region and will be a major factor in sustaining MMCC’s overall enrollment.

As the following map indicates, the State supported construction of the Herbert D. Doan Center for Science and Health Technologies (“Doan Center”) is located half a mile from our original campus location on East Pickard Street in Mt. Pleasant. Sufficient or affordable property was not available on East Pickard for the new Doan Center or to support the college’s continued growth and expansion. Therefore, MMCC
purchased approximately 44 acres on Summerton and Broadway (1/2 mile south of the East Pickard Street building) for the Doan Center with the longer term goal of creating a unified Southern Mt. Pleasant campus at this new site (hereinafter called the “Southern Campus”).

Maintaining two buildings at separate locations limits efficient operations and requires redundant staffing. Even more importantly, the separated sites are inconvenient for students, exposing them unnecessarily to dangerous traffic patterns as they access classes and service at both sites. Furthermore, we are simply out of space at the Pickard building and the building itself is in need of costly repairs. We estimate that it would cost more than $4 million to adequately renovate and add to this energy inefficient building, and we would still be limited in further expansion due to the size constraints of that property. Therefore, MMCC is committed to unifying all Mt. Pleasant operations on to the 44 acre Southern Campus site as soon as possible. To ensure that student learning is not disrupted, unification will continue to occur in two phases as the following site development plan indicates.
Completion of a 15,000 square foot building to house critical student services at the Southern Campus site, took place in 2011. Services offered in this addition include financial aid, admissions, advising, records/registration, as well as the bookstore and the Library Learning Services that house tutoring, writing and math labs, library and audio/visual services, and testing. This project was funded by existing college funds. This building was designed specifically to link the existing Doan Center Science and Technology building to our Phase Two building.
Phase Two is MMCC’s 2012 Capital Outlay Project – Update

The Phase Two project received planning authorization as part of the fiscal year 2011 appropriations act, Public Act 329 of 2010. The Phase 200/300 Program Statement and Schematic Design was submitted on October 7, 2011 to the State Budget Office. Detailed information on the proposed Center for Academic and Business Studies building project is contained in the document. The building will provide expanded programming in the Arts and Sciences areas along with the classroom space to offer additional high demand transfer courses, workforce training, community education and training services, faculty professional development, study and research services, and improved academic support and services.

It also benefits the institution by:

♦ Delivering better and more expeditious service to students
♦ Utilizing the college’s convenient location to further partnerships with local businesses and other educational systems, including K-12 and university partnerships
♦ Offering required Continuing Education programming for businesses and educators
♦ Providing training facilities for local industry in business and technical areas
♦ Having the capacity to provide training and classes in differing formats such as larger lecture sections with smaller breakout rooms

Other Alternatives Considered

The unification of MMCC’s Mt. Pleasant locations is vital to operating efficiently, serving students effectively, and addressing the workforce development needs of the region. With 44 acres at the site of the Doan Center, there is no other reasonable location for this unification. The college has operated for more than two years with two distinct locations in Mt. Pleasant and we have not been able to conceive of an acceptable alternative to the unification strategy - which will improve operations, facilitate program expansion, and allow for increased workforce development.

Programmatic Benefit to State Taxpayers and Specific Clientele or Constituencies

Unifying the Mt. Pleasant campus connects well with MMCC’s mission: “Mid Michigan Community College dedicates itself to providing educational and community leadership for the development of human ability. To this end the college provides post-secondary education and services to enable students and the community to achieve success in a global society.” It would provide expanded programming, additional
capacity to offer high-demand transfer courses, and training for some of the State’s fastest growing career and job opportunities. In combination, these services are critically important to the success of many of MMCC’s students – particularly those wishing to train for a career in a well-paid, high-tech job without leaving the area. The increased capacity to serve our students’ academic and applied job skill needs will also be made available to the area’s employer community to facilitate the continued training needed for their employees in high-tech jobs.

Renovation Projects and Facilities Replacement Plans

Two renovation projects are currently in the planning process/discussion phase at MMCC as described below.

Radiography Renovation
On the Harrison Campus, radiography students train to be radiography technicians – valuable team members in hospitals all across the State. Each year, about 25 graduates pass their certification exam and move on to serve their communities. While the program adequately prepares students for a great career, the environment in which they learn is not sufficient. Students use real-world equipment in cramped, dated classrooms that are not designed to teach healthcare protocols.

Beginning in 2012, the college is planning to renovate space for an expanded radiography program on the Harrison campus. The new radiography center will better simulate a clinical environment, provide room for additional training equipment, and add a new level of professionalism to the program. To repurpose space in the most effective way, the college’s short-term healthcare training programs, such as Certified Nurse Aide and Phlebotomy, will move into the area vacated by the radiography program – a space much better suited to those programs. Approximate Cost: $2 million

Technical Education Center
Based on surveys, data, and conversations with local manufacturers, a clear need exists for a technical training facility in the Mt. Pleasant region. To adequately serve this region, MMCC plans to build a technical training center in Mt. Pleasant on the college’s site at the corner of Broadway and Summerton. This dedicated facility will focus on welding and provide flexible learning space for on-demand technical training to meet the workforce development needs of the region. Construction may begin in late 2012 or 2013. Approximate Cost: $2 million
Deferred Maintenance Plans

The Harrison Campus will be undergoing additional planned maintenance by replacement of parking lot lighting (estimated at $50,000.00) and replacement of the deteriorating asphalt parking lots (estimated at $150,000.00).
DUCE SIMMONS

UPDATED FACILITIES INVENTORY AND ASSESSMENT

APPENDIX “A”
Facilities Inventory, Assessment and Deferred Maintenance Capital Planning Report
# Table of Contents

**Summary**
Purpose of the Study ........................................................................................................... 1
Recommendations .................................................................................................................. 1
Glossary ................................................................................................................................. 2
Deferred Maintenance Backlog – A Brief Background ....................................................... 5

**College Condition Reports**
Mid Michigan Community College ...................................................................................... 6

**Appendix**
Building Data Sheets ......................................................................................................... 18

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Purpose of the Study

This Facilities Assessment and Deferred Maintenance Capital Planning Study was performed to accomplish the following objectives:

- Provide an inventory of the College’s facilities in a database format to be easily updated and maintained by college personnel and allow for quick access to facilities information.

- Determine the general condition of the buildings and grounds of the college and provide the data in a concise format, allowing quick determination of the current replacement value and condition of each facility.

- Determine a Facilities Condition Index (FCI) for each building and the college as a whole. The FCI is a benchmark index that rates the condition of existing college buildings and is used by facilities managers to quantify and prioritize deferred maintenance projects for capital planning purposes.

- Assist the college in meeting the goals of its Mission Statement through timely maintenance of the physical backbone of the college – the buildings.

Mission Statement:

The purpose of Mid Michigan Community College is to provide educational and community leadership for the development of human ability. To this end the College provides post-secondary education and services to enable students and the community to achieve success in a global society.
Recommendation

The results of this assessment show that MMCC achieves a One Year FCI of 3.2%, indicating the campus as being in “Good” condition. The projected Five Year FCI, however, is approximately 8.3%, or well into the “Fair” range. Refer to page 6 for more information.

As stated in the Deferred Maintenance Backlog Background, the investment solution has two facets:

- The funds needed for immediate repair projects – repairs and/or replacements that will prevent further deterioration of the buildings and infrastructure.
- The funds required to maintain and/or improve the condition of the buildings. These funds need to be budgeted in advance to allow for repairs at the appropriate time - before items become critical or cause additional damage. We propose the following:

Short Term Recommendation

MMCC review the items that comprise the One Year Deferred Maintenance Backlog of $921,930 and address those affecting life/safety issues, those having the greatest potential for future damage to other building components, and those that are code compliance issues.

Long Term Recommendations

Option One: MMCC budget approximately $573,000 annually to maintain their current status with an FCI of approximately 3%.

Option Two: Given that the FCI may increase to 8.3% within five years, MMCC budget up to $1.05 million annually for the next five years to significantly reduce the anticipated Five Year Deferred Maintenance Backlog. Allocating the full annual amount ($1.05 million) over five years will effectively eliminate the entire five-year backlog and achieve a FCI of nearly 0%. Allocating a lesser amount will still greatly reduce the backlog, but over a longer period of time.

Once the desired FCI is achieved, MMCC can then allocate $573,000 annually to maintain the new, reduced FCI.

Glossary

Following are definitions of terms used in this report.

A. Vital Statistics

Basic building information—building use types (classroom, library, administration), year built, building area in square feet, and number of floors.
B. Observation Highlights

A partial list of field observations, highlighting major repair/replacement items and recently completed work. For a more complete list of field observations, see the individual building data sheets in the appendix.

Current Replacement Value (CRV)
The CRV is the cost to construct a replacement building in today’s dollars. The figure is based on the square footage of the current structure and the estimated current construction cost for that type of structure. Since some buildings are conglomerations of different uses (i.e.: classroom, library, administration) the CRV is based on estimated proportions of use types in each building. By the nature of the calculations and square foot construction costs, the current replacement value has a ±20% margin of error and will likely increase annually due to inflation.

One Year Deferred Maintenance Backlog (1YR DMB)
The value of projects that have been deferred and require completion in order to safely maintain facilities and related infrastructure for their current use. The 1 Year DMB amounts shown are for items requiring immediate attention to fix critical problems. A long-term investment strategy should also include items that require repair or replacement within 5 years, thus avoiding the increased repair costs resulting from deferred repairs (i.e. leaky roof damaging interior finishes).

Facilities Condition Index (FCI)
Simply put, the FCI is the current DMB divided by the CRV. The resulting number is compared against nationally accepted standards and used to determine the condition of the building, campus or college.

The Association of Higher Education Facilities Officers (APPA) recommends that the FCI for any given building should not exceed 5% for the building to be considered in “Good” condition. The rating of “Fair” indicates that the building requires some attention to bring it up to standard, with some problems areas potentially requiring immediate attention. The rating of “Poor” indicates that the building needs urgent attention to prevent the existing problems from affecting other building systems and compounding future repair costs.

The APPA FCI Ratings, indicating the general condition of the building, are shown here along with the corresponding “traffic signals” that give a quick visual indication of the FCI rating.

One Year DMB Excess
This represents the amount the DMB exceeds the APPA benchmark of a building with a 5% FCI – essentially the dollar amount to be spent immediately to reduce the DMB to attain the APPA rating of “Good”. In situations where a building is in better than “Good” condition (FCI<5%), the one year DMB excess is shown as zero.

For example, if a building has a CRV of $1,000,000 and an FCI of 10%, the DMB would be $100,000. This would leave a DMB excess of $50,000 – the amount to be spent to reduce the FCI to within the APPA 5% benchmark.

Duce Simmons Associates

September 10, 2001
Five Year Deferred Maintenance Backlog (5YR DMB)
Similar to the One Year DMB, the Five Year DMB represents the total value of projects that will require attention within the next five years, including those that fall under the One Year DMB. This value is included to help determine the investment required over the next five years to repair and/or replace problem items before they become critical.

Looking at the previous example, if the building condition survey indicated an additional $250,000 in repairs from years 1-5, then the 5 Year DMB would total $350,000 (including $100,000 from the first year).

Five Year DMB Excess
Similar to the One Year DMB Excess value, this amount represents the investment to bring the DMB in line with the APPA benchmark of 5% of the Current Replacement Value. In situations where a building is in better than “Good” condition – a bit more difficult over a five year span, the five year DMB excess is shown as zero.

This number is a good starting point for determining budgets – it allows the college to see what to spend to bring buildings into the APPA “Good” range – with the understanding that complete elimination of the Deferred Maintenance Backlog is not a likely scenario.

DMB Equilibrium (Annual cost to maintain current DMB)
This is the dollar amount to be invested annually to keep the FCI (and DMB) from deteriorating – regardless of the current condition of the building.

Reusing the previous example, the amount required to maintain the FCI at current levels would be $20,000 annually (2% of $1,000,000). The number is based on a nationally accepted rule of 2% of the CRV and assumes that building components have a 50-year renewal cycle and depreciate along a straight line. The assumptions were made to simplify calculations; in reality, building components DO NOT expire according to straight-line depreciation, and most components will require replacement within 30-40 years (excluding structure and foundation).

To restate – this annual investment will only maintain the existing FCI and do little or nothing to reduce any existing backlog.

DMB Elimination (Annual cost to eliminate the 5 Year DMB)
The annual investment for a set number of years to eliminate the Five Year DMB. This amount is determined by taking the 5 Year DMB amount and spreading it over a number of years (into more affordable and achievable partitions) and adding the result to the annual maintenance cost.

Again using the previous example and assuming a 5-year reduction plan, the annual amount required bring the DMB to zero would be $90,000 (for five years).

$70,000 .......... $350,000 “Five Year DMB” divided by 5 years.
$20,000 .......... FCI Equilibrium investment – 2% of $1,000,000.
$90,000 .......... DMB Elimination investment - each year for 5 years (then $20,000 each year afterwards to maintain the greatly reduced DMB)
Example of how the data appears in this document:

<table>
<thead>
<tr>
<th>CRV</th>
<th>$28,649,978</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ONE YEAR</strong></td>
<td></td>
</tr>
<tr>
<td><strong>FCI</strong></td>
<td>3.2%</td>
</tr>
<tr>
<td><strong>DMB</strong></td>
<td>$921,930</td>
</tr>
<tr>
<td><strong>DMB EXCESS</strong></td>
<td>$1,160</td>
</tr>
<tr>
<td><strong>MAINTAIN DMB</strong></td>
<td>$573,000</td>
</tr>
<tr>
<td><strong>ELIMINATE DMB</strong></td>
<td>$1,046,344</td>
</tr>
<tr>
<td><strong>FIVE YEAR</strong></td>
<td></td>
</tr>
<tr>
<td><strong>FCI</strong></td>
<td>8.3%</td>
</tr>
<tr>
<td><strong>DMB</strong></td>
<td>$2,366,723</td>
</tr>
<tr>
<td><strong>DMB EXCESS</strong></td>
<td>$1,027,110</td>
</tr>
</tbody>
</table>

Over APPA 5% benchmark

Annual cost to maintain current DMB

Annual cost to eliminate 5yr DMB in 5 years

Example of how the data appears in this
### Building Use Types
The table to the right shows the building use types and their respective current construction costs per square foot. These costs, based on regionally weighted, preliminary construction cost data provided by the RS Means Company and Marshal and Swift are for typical college and university buildings and have a ±20% margin of error.

<table>
<thead>
<tr>
<th>Use Type</th>
<th>Cost / SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom</td>
<td>$110</td>
</tr>
<tr>
<td>Library</td>
<td>$120</td>
</tr>
<tr>
<td>Maintenance</td>
<td>$80</td>
</tr>
<tr>
<td>Auditorium</td>
<td>$200</td>
</tr>
<tr>
<td>Lab</td>
<td>$150</td>
</tr>
<tr>
<td>Administration</td>
<td>$100</td>
</tr>
<tr>
<td>Residence</td>
<td>$150</td>
</tr>
<tr>
<td>Kitchen/Food Svc.</td>
<td>$135</td>
</tr>
<tr>
<td>Storage</td>
<td>$40</td>
</tr>
<tr>
<td>Vocational/Tech.</td>
<td>$110</td>
</tr>
</tbody>
</table>

### Building Components
The table to the right shows the building components used in the report. These are the basic components having a major influence on the replacement value of a building. The buildings were evaluated during walk-throughs with the facility personnel to determine how much of each component made up the CRV. It was then determined what percentage of each component required replacement within one year, five years, ten years, and beyond. This data is used to determine the investment required to reduce the current and future deferred maintenance backlog.

<table>
<thead>
<tr>
<th>Category</th>
<th>Component Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure</td>
<td>Structure</td>
</tr>
<tr>
<td>Envelope</td>
<td>Roof</td>
</tr>
<tr>
<td></td>
<td>Glazing</td>
</tr>
<tr>
<td></td>
<td>Cladding</td>
</tr>
<tr>
<td>Mechanical</td>
<td>HVAC System</td>
</tr>
<tr>
<td></td>
<td>Plumbing</td>
</tr>
<tr>
<td>Electrical</td>
<td>Primary</td>
</tr>
<tr>
<td></td>
<td>Secondary</td>
</tr>
<tr>
<td></td>
<td>Distribution</td>
</tr>
<tr>
<td></td>
<td>Lighting</td>
</tr>
<tr>
<td></td>
<td>Voice/Data</td>
</tr>
<tr>
<td>Finishes</td>
<td>Ceilings</td>
</tr>
<tr>
<td></td>
<td>Walls</td>
</tr>
<tr>
<td></td>
<td>Doors</td>
</tr>
<tr>
<td></td>
<td>Floors</td>
</tr>
<tr>
<td>Safety/Code</td>
<td>Building, Fire, ADA, OSHA</td>
</tr>
<tr>
<td>Other</td>
<td>Site Renair, Ext. Light, etc</td>
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</table>

Duce Simmons Associates

September 10, 2001
Deferred Maintenance Backlog

A Brief Background

The problem of deferred maintenance at colleges and universities has been studied and better understood over the last decade. From an article by Dan Hounsell, in the magazine Maintenance Solutions, discussing how universities are addressing the issue of deferred maintenance:

“Maintenance management professionals, who once seemed to be one of the few parties giving serious thought to the issue, now have been joined in the debate by growing numbers of sympathetic voters and far-sighted facility decision makers.”

The Association of Higher Education Facilities Officers (APPA) concluded in a 1995 report titled “A Foundation to Uphold: A Preliminary Report” that the national backlog of deferred maintenance at colleges and universities exceeds $26 billion, up 27 percent from estimates made in a similar report from 1988.

$5.7 billion of that $26 billion backlog is classified as “urgent deferred maintenance” – projects that require immediate attention and that will cost far more if they are not completed within a year. Although spending this sum will eliminate current urgent needs, in only a few years there will be a new roster of items to replace them – if future budget planning is not undertaken. According to the APPA report, the current backlog “represents a threat to the capability of higher education facilities to support college and university missions.”

Other conclusions from the report include:

- More than 50 percent of all college types reported that deferred maintenance increased or stayed the same since 1988; only 25 percent reported decreases.
- 20 percent of the colleges in the study accounted for nearly 60 percent of the accumulated deferred maintenance.
- Public colleges typically have a greater deferred maintenance backlog than private universities, with 78 percent of the public research universities reporting an increase in deferred maintenance backlogs.
- By assuming that infrastructure deferred maintenance – site repairs, road and parking lot maintenance, exterior lighting, etc. – was not included in the figures provided by the campuses in the study, the estimated cost to eliminate accumulated deferred maintenance increases to $32.5 billion – with urgent needs increasing to $7.1 billion.
- When senior school administrators made deferred maintenance a priority, the institution made progress in reducing its backlog.

The most important point to remember is that even if universities and colleges spend these amounts, this will only eliminate the existing deferred maintenance backlog. There needs to be a coordinated, funded plan put into place at colleges and universities to maintain the condition of the facilities once they have been repaired – or time will again take its toll.
Vital Statistics:

Mid Michigan Community College (MMCC), founded in 1969, consists of nine buildings on 20 acres of the 560 acre main campus in Harrison, and one building in Mount Pleasant. The properties included in this report total approximately 220,000 square feet with a total Current Replacement Value estimated at just under $28,650,000. The overall condition of the MMCC facilities is excellent, given buildings date back over thirty years.

Though the life expectancy of some building materials and systems has been reached, solid construction and good maintenance practices have helped to keep those materials (i.e., original windows, flooring and HVAC systems) in operable condition. Many roofs have been replaced in the last few years and many aged and failing materials appear to have been dealt with in a timely manner, helping prevent further deterioration. Some ADA issues have been addressed, but the structure of particular buildings makes updates difficult.

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The deferred maintenance backlog and FCI (approximately 3.2%) at Mid Michigan Community College is well below the national average of approximately 7%, representing a relatively small capital investment over the next several years. Most projected expenses at MMCC fall into the category of maintenance items. As stated in the Deferred Maintenance Backlog Background, the investment solution has two facets:

- The funds needed for immediate repair projects – repairs and/or replacements that will prevent further deterioration of the buildings and infrastructure.

- The funds required to maintain and/or improve the condition of the buildings. These funds need to be budgeted in advance to allow for repairs at the appropriate time - before items become critical or cause addition damage.

This data, when compared to the accepted APPA benchmark, shows that Mid Michigan Community College is in very good condition. The next section of this report breaks this data down into a building-by-building review to clarify where attention is needed.
Campus Condition Examples

The following images are indicative of some of the deferred maintenance issues present across the campus.

Deteriorating paint and siding. *Power washed and painted. Steel siding was installed in the Summer of 2005.*

Foundation settlement. *Repaired*

Slab heaving causing door to stick leaving gap at bottom. *The door has been replaced*
Vital Statistics:

- CRV: $12,398,688
- One Year FCI: 4.5%
  - DMB: $551,742
  - DMB Excess: $0
    Over APPA 5% benchmark
  - Maintain DMB: $247,974
    Annual cost to maintain current DMB
- Five Year FCI: $11.0%
  - DMB: $1,357,656
  - DMB Excess: $737,722
    Over APPA 5% benchmark
  - Eliminate DMB: $519,505
    Annual cost to eliminate 5yr DMB in 5 years
Main Building

Use Type(s): Classroom, Library, Lab, Administration, Kitchen/ Food Service, Auditorium

Built: 1969

1972-Food Service; 1973-Goldberg Center; 1976-Health Wing; 1977-Michigan Room

Area: 93,575 SF

Floors: 2

Observation Highlights:

- Goldberg Center roof installed in 1988 and is recommended for replacement – rubber membrane is shrinking and tearing at seams. This condition will be eliminated in the summer of 2004 due to the SOAR construction project. The Goldberg Center will be completely remodeled, including a new roof. The project was completed in the summer of 2004.

- Main building ballasted single-ply membrane roof installed in 1988, due for inspection. The roof in question was inspected in October of 2001, the roof was found to be in fair condition with some areas in need of replacement. The recommendation was to replace the roof within a five year time frame at an estimated cost of $200,000. In the summer of 2004, 18,000 sq. ft. of ballasted roof was replaced with an adhered membrane roof at a cost of $70,000. In the summer of 2006, 29,500 sq. ft. of ballasted roof was replaced with an adhered membrane roof at a cost of $112,100. In the summer of 2007 the remaining 30,000 sq. ft. of ballasted roof was replaced at a cost of $125,000.

- Library windows upgraded to insulated units in 1988. All other windows are original. Upgrading of the remaining windows would help lower utility costs, and should be included in the five year plan. All windows in the Foodservice building were
upgraded to insulated units in the summer of 2004. The remaining single pane windows were replaced in the Summer/Fall of 2010.

- In 2000, upgrades were done on the Chiller and Café's HVAC. Original boilers have been reworked. **Boilers were replaced in the summer of 2005.**

- In women's restroom, original toilet fixtures are worn and leaking. The toilets don't flush well, causing blockages. **All toilets and urinals were converted to automatic flush in the winter of 2004/2005.** Sagging of ceiling tiles due to high humidity throughout building, especially on first floor. **Humidifiers were purchased for the first floor problem areas. The ceiling tile has been replaced in the problem areas.**

- Original exterior doors in fair condition, but hardware wearing out. Warped exit door frame at the Goldberg Center. **The warped frame has been replaced. In the summer of 2006 the hardware on the door by room 167 was replaced and the overhead and entrance door to the Theatre lab were replaced including hardware.**

- Second floor corridor tiles lifting. **The entire original floor was replaced in the second floor corridor in the summer of 2004 at a cost of $12,000.**

- Toilet rooms on the first floor and at the Goldberg Center are not ADA compliant. **Second floor toilet rooms upgraded. Goldberg toilet rooms have also been upgraded. Upgrades include new fixtures, stainless steel partitions, and auto flush valves.** The main set of restrooms on the first floor near the Library were completely refinished with new flooring, new wall tile, new sinks, and new partitions in the summer of 2007.

- All fire alarms are upgraded but emergency lighting at newer additions only.

- Parking lot resurfaced in 1980, currently cracking. **Crack filling and sealing was done on all lots in 2003, and again in 2007.** Pole light bases are in poor condition. The Faculty parking lot was ground out, regraded and new asphalt installed in the Summer of 2010.

- In the Summer of 2010 The Michigan Room had a complete facelift which included new flooring, new ceiling, new lighting, new HVAC equipment, and new wall finish.
## Vital Statistics:

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- **CRV**: $2,681,700
- Over APPA 5% benchmark
- Annual cost to maintain current DMB
- Annual cost to eliminate 5yr DMB in 5 years
- Over APPA 5% benchmark
Main Building – East Wing

Use Type(s): Classroom, Lab
Built: 1998
Area: 19,155 SF
Floors: 1

Observation Highlights:

- This is a newer building with minimal problem areas.
- Original single-ply membrane roof.
- A boiler was added to solve the heat problem that caused the ventilation system to shut off. *With the installation of the new flex tube boilers, we will no longer need this boiler.*
- The HVAC system has control problems and is noisy. *Control problems have been addressed.*
- Past power problems caused electrical switchgear to trip occasionally, problem has not occurred in last three years.
- During the Winter of 2010/2011 the Exhaust System for the Science Lab fume hoods was upgraded with two new variable speed exhaust fans for redundancy.
Vital Statistics:

**One Year**
- FCI: 0.4%
- DMB: $8,081
- DMB Excess: $0
- Over APPA 5% benchmark

**Five Year**
- FCI: 3.3%
- DMB: $74,303
- DMB Excess: $0
- Over APPA 5% benchmark

**Maintain DMB**
- $44,896
  - Annual cost to maintain current DMB

**Eliminate DMB**
- $59,757
  - Annual cost to eliminate 5yr DMB in 5 years
Technical Trades

Use Type(s): Classroom, Lab, Vo/Tech
Built: 1983
Area: 18,400 SF
Floors: 1

Observation Highlights:
- Some damage to plumbing fixtures due to vandalism.
- Transformer replaced in 1993.
- Rear entry door sticks on frame. Vehicle damage to overhead doors in welding lab. The overhead door was replaced in Spring 2006.
- Vinyl composition floor tile in corridor due for replacement. The VCT was replaced in 2002 at a cost of $3,850.
- Toilet room entries are not ADA compliant – too narrow.
- The glassed in entryway for the Computer wing of this building was removed and a new entrance constructed in the Summer of 2010.
- The HVAC Systems for this building, including the Exhaust system for the Welding Lab, were replaced in the Summer of 2011 along with all new lighting and ceilings in the computer labs and classrooms. The Welding Lab’s electrical system was completely updated also.
Vital Statistics:

- **One Year**
  - FCl: 0.5%
  - DMB: $8,800
  - DMB Excess: $0
  - MAINTAIN DMB: $35,200
  - Over APPA 5% benchmark

- **Five Year**
  - FCl: 4.6%
  - DMB: $80,080
  - DMB Excess: $0
  - ELIMINATE DMB: $51,216
  - Over APPA 5% benchmark

Total Cost:
- CRV: $1,760,000
- Annual cost to eliminate 5yr DMB in 5 years: $0
Auto Tech. Center
Use Type(s): Vo/Tech
Built: 1977
Area: 16,000 SF
Floors: 1

**Observation Highlights:**

- Original 8' lighting fixtures in lab area have problems with continual lamp failure. *The original 8’ light fixtures were replaced with 4’ electronic ballasted T-8 fixtures in early 2009.*
- Overhead door panels are in fair condition, but hardware is wearing. *All of the overhead doors on the Automotive building were replaced in 2002 at a cost of $7,000.*
- The hardware was recently replaced on exterior doors.
- Fire alarm system was recently upgraded in 2011.
- Toilet rooms are not ADA compliant, but can be easily upgraded.
- *VCT in the entries and toilet rooms was replaced in 2002.*
**Vital Statistics:**

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- Over APPA 5% benchmark
- Annual cost to maintain current DMB
- Annual cost to eliminate 5yr DMB in 5 years
Hatton Building (Climate Control)

Use Type(s): Classroom, Lab
Built: 1978
Area: 5,072 SF
Floors: 1

Observation Highlights:

- Block wall under rear loading dock is in poor condition. **Repair of loading dock should be included in the five year plan. Estimated cost of $3,000.**
- Roof top unit leaking into classroom below. Source of leak needs further investigation. **The source of the leak was due to improper installation of the roof top unit. The unit has recently experienced some major mechanical problems and is scheduled for replacement in the fall of 2003, at which time the leak problem will be resolved. Estimated cost of $5,000. Completed.**
- Floor and roof drains empty into storm drain that freezes in the winter, causing occasional backups.
- Exterior door hardware and seals are wearing.
- Vinyl composition floor tile in office and classrooms showing wear and some lifting. **Include in the five year plan. Estimated cost of $4,000.**
- Toilets not ADA compliant but can be easily upgraded. **Include in the five year plan. Estimated cost $4,000.**
- Concrete slab at entry heaves during frost.
- Fire alarms have been upgraded.

Duce Simmons Associates
September 10, 2001
Vital Statistics:

<table>
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<th>CRV</th>
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<th>Five Year</th>
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</table>
Maintenance

Use Type(s): Maintenance
Built: 1973
Area: 2,480 SF
Floors: 1

Observation Highlights:

- Settlement of structure at northeast corner was repaired in 2001 at a cost of $10,000.
- Original boiler, radiators, and overhead units have no reported problems. The boiler and overhead units were replaced in the Summer of 2010.
- Overhead doors are worn and may need replacing in about 5 years. Two of the three overhead doors have been replaced the third should be included in the five year plan. Estimated cost $1,500. The third door was replaced in the Spring of 2005.
- Man door at the northeast corner was replaced in 2001.
- Double man doors & frame on the east side were replaced in summer of 2006.
- Lighting was upgraded with new T-8 fixtures, e-lighting was installed along with lighted Exit signs in the Summer of 2011.
Vital Statistics:
Lower Maintenance
Use Type(s): Storage
Built: 1974
Area: 2,363 SF
Floors: 1

Observation Highlights:
Concrete block and wood siding in fair condition, some painting recommended. *Power washing and painting was done in 2002. The wood siding was covered with steel siding in the Summer of 2005.*

Overhead door original, worn and damaged. Exterior doors in fair condition but all hardware worn. *The replacement of these doors should be included in the five year plan, along with proper insulation of the walls and ceiling. Estimated cost of $5,000 for the doors and $2,500 for insulation. The doors were replaced with steel insulated doors in the Summer of 2005 at a cost of $4,000. The wall’s and ceiling were insulated and covered in Winter of 2005/2006 at a cost of $2,500.*
**Vital Statistics:**

Maintenance Storage

Use Type(s): Storage

Built: 1976

Area: 2,900 SF

Floors: 1

**Observation Highlights:**

• Only 3 of 6 overhead doors in working order. All overhead doors worn, due for repair or replacement. *Replacement of the overhead doors should be included in the five year plan.* Estimated cost of $7,000. *The doors were replaced in the Summer of 2005, at a cost of $5,500.*

• Concrete block and wood siding in fair condition. *The wood siding on the South, East and West wall’s were covered with steel siding in the Summer of 2005*
**Vital Statistics:**

Campus House  
Use Type(s):  Residence  
Built:  1969  
Area:  4,856 SF  
Floors:  2

**Observation Highlights:**

- Some brick spalling on chimney - has been sealed but not repaired. *Include repair of chimney in the five year plan. Estimated cost of $4,000. Chimney was re-bricked in the summer of 2006 at a cost of $2,800.*

- Residential building not ADA compliant if intent is to use as conference center. Building does not have elevator to second floor.

- Driveway asphalt is deteriorating, has sinkholes and needs work. *These problems were addressed in 2003. The driveway was ground out and new asphalt installed in the Summer of 2010.*

- *The original heating and air conditioning units should be replaced with more efficient models. They are over 30 years old. Estimated cost of $5,000. The air conditioning unit was replaced in 2003.* The main furnace was upgrade to a high efficiency unit in the Fall of 2008.

- *All first floor windows and doors were replaced in the Fall/Winter of 2009/2010.*
Vital Statistics:

One Year

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<td>3.5%</td>
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Over APPA 5% benchmark

Five Year

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<td>8.1%</td>
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Annual cost to eliminate 5yr DMB in 5 years
Mt. Pleasant

Use Type(s): Classroom, Lab

Built: 1982

Area: 54,705 SF

Floors: 3

Observation Highlights:

- Loading dock in poor condition.
- HVAC system has trouble heating and cooling building. Air handling units are noisy and one is currently not operating. Building has negative pressure problems. Include replacement of the three original rooftop units. Estimated cost of $430,000. The rooftop units were replaced in the summer of 2007 as part of a Capitol outlay project.
- Some sewer gas problems, drain backups and fixture problems – primarily in original restrooms with non-commercial fixtures.
- Lighting replaced during remodel – non-electronic ballasts noisy. A lighting system audit has been performed and shows with an initial investment of $110,000, the College would save approximately $25,000 per year in electricity. This project should be included in the five year plan. Upgrading to electronic ballasts and T8 bulbs has been started.
- Exterior main entry door hardware is in poor condition. Hardware was replaced in the Spring of 2005.
- Some doors are self-locking due to hardware failure. Many differently keyed locks with no master key. Include a master key system in the five year plan. The building was re-keyed in the Summer of 2005, and is now on a master key system at a cost of $17,000.
• Interior door hardware is not ADA compliant. *Include in the five year plan. Completed with re-keying in the Summer of 2005.*

• Second level toilet rooms not ADA compliant – entryways too narrow. *The six original toilet rooms have been upgraded with new floors, new counters, auto faucets, and auto flush valves on the urinals.*

• Outdoor wood railings need refinishing. *The railings have been refinished and are included in a regular maintenance schedule.*
APPENDIX “B”
R.A SCHETTLER, INC.
REGISTERED APPRAISERS

-CERTIFY-

THAT ON THE DATE GIVEN IN THIS CERTIFICATE, THE PROPERTY OF

MID MICHIGAN COMMUNITY COLLEGE

LOCATED AT 1375 SOUTH CLARE AVENUE

HARRISON, MICHIGAN 48625

WAS WELL AND REASONABLY WORTH:

- SIXTY-THREE MILLION, THREE HUNDRED TWENTY-TWO THOUSAND,
  TWO HUNDRED AND FIFTY DOLLARS.

ON THE BASIS OF ITS REPLACEMENT VALUE NEW

____________________________________________________

DISTRIBUTION OF VALUES ARE AS FOLLOWS:

REAL ESTATE - BUILDINGS. . . . . . $63,322,250.00

DATE: NOVEMBER FIRST TWO THOUSAND TEN

PROJECT NO: 2197

R.A. SCHETTLER, INC.

BY ______________________
APPENDIX “C”

FALL 2011 PROGRAM ENROLLMENT
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APPENDIX “D”

HIGH SCHOOL GRADUATION PENETRATION RATES
2011
GRADUATING CLASS
# High School Penetration Rates

## 2011 Graduating Class

<table>
<thead>
<tr>
<th>In-District Schools</th>
<th># of Grads 2011</th>
<th># of Prospects</th>
<th># of Applications</th>
<th># Attended in Fall 2011</th>
<th>% Enrolled In Fall 2011</th>
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<tbody>
<tr>
<td>Beaverton High School</td>
<td>140</td>
<td>62</td>
<td>50</td>
<td>43</td>
<td>30.71%</td>
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<tr>
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<td>54</td>
<td>42</td>
<td>39.25%</td>
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<tr>
<td>Farwell High School</td>
<td>85</td>
<td>62</td>
<td>52</td>
<td>49</td>
<td>57.65%</td>
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<tr>
<td>Gladwin High School</td>
<td>152</td>
<td>81</td>
<td>74</td>
<td>53</td>
<td>34.87%</td>
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<tr>
<td>Harrison High School</td>
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<td>73</td>
<td>60</td>
<td>47</td>
<td>61.04%</td>
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<td><strong>340</strong></td>
<td><strong>290</strong></td>
<td><strong>234</strong></td>
<td><strong>41.71%</strong></td>
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<table>
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<th># of Grads 2011</th>
<th># of Prospects</th>
<th># of Applications</th>
<th># Attended in Fall 2011</th>
<th>% Enrolled In Fall 2011</th>
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<td>Alma High School</td>
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<td>44</td>
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<td>3</td>
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<td><strong>Sub - Totals</strong></td>
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<td><strong>385</strong></td>
<td><strong>274</strong></td>
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| Totals                      | **2081**        | **854**        | **675**           | **508**                | **59.74%**              |
APPENDIX “E”

STUDENT COUNTS FOR SELECTED SCHOOLS

Fall 2011

With 2012 Estimates
## Student Count for Graduating Years 2003 – 2012*

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<th>2006</th>
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<th>2008</th>
<th>2009</th>
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<td>42</td>
<td>42</td>
<td>42</td>
<td>42</td>
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<td>Beaverton High School</td>
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<td>Chippewa Hills High School</td>
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<td>122</td>
<td>117</td>
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*2012 estimated