Mid Michigan Community College

FIVE YEAR MASTER PLAN
FY 2014 to FY 2018

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http://www.midmich.edu/?gid=2&sid=35&pid=554

Center for Medical Imaging Studies
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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

MMCC has undertaken a major revision of its degree and program structure. The result of this project is that we now offer 23 programs under four associate degrees. While the reduction in the number of programs and degrees may seem significant, there is actually greater flexibility in the new structure for students--especially in the area of transfer programs. The following is a list of the active Programs/Services offered:

ASSOCIATE in APPLIED SCIENCE DEGREES:

Accounting
Automotive Technology
Business
Business Information Systems
BIS – Medical Transcription
Computer Aided Drafting & Design
Computer Information Systems
Criminal Justice – Corrections
Criminal Justice Pre-Service
  Early Childhood Education
General Technology
Graphic Design
Heating/Refrigeration/Air Conditioning
Magnetic Resonance Imaging
Medical Assistant
Physical Therapist Assistant
Radiography
ASSOCIATE in ARTS DEGREES:
Business Studies Transfer
Criminal Justice Law Enforcement Transfer
Liberal Studies Transfer
Visual Arts

ASSOCIATE in NURSING DEGREE:
Nursing – ADN

ASSOCIATE in SCIENCE DEGREES:
Math and Science Studies Transfer

CERTIFICATES of ACHIEVEMENT:
Automotive Service Mechanic (1 year)
Automotive Technology (2 years)
Business Information Systems
Early Childhood Education
Heating/Refrigeration/ Air Conditioning
Machine Tool Operation
Practical Nursing
Welding

TRAINING CREDENTIALS:
Geothermal Technology
HRA Heating-Electrical Specialist
HRA Refrigeration-Air Conditioning Specialist
Legal Office Specialist
Medical Office Specialist
Pharmacy Tech
Records Information Management Specialist
MICHIGAN TECHNICAL EDUCATION CENTER (M-TEC<sup>SM</sup>)

The Michigan Technical Education Center (M-TEC<sup>SM</sup>) Board of Directors, consisting of local business and manufacturing leaders, educational representatives and workforce development specialists, include:

<table>
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<tr>
<th>Construction Trades</th>
<th>Industrial Trades</th>
<th>Health-Related</th>
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<tbody>
<tr>
<td>Electrical</td>
<td>Plastics</td>
<td>CNA</td>
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<tr>
<td>NEC Code Update</td>
<td>Pneumatics</td>
<td>Phlebotomy</td>
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<td>Apprentice Electrician Classes</td>
<td>Electrical Controls</td>
<td>Medical Clerk</td>
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<td>Instrumentation</td>
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<td>Hydraulics</td>
<td>Dialysis</td>
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<td>Machine Tool/CNC</td>
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<td>Industrial Electrical</td>
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**Other**
- Alternative Energy/Geothermal IGSHPA Certification Training

In addition to these courses, other programs currently under consideration for development by M-TEC staff include: Laddered Plastics Thermoforming, Short Term Welding, and CNC. 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. 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 and joint student projects that include more than one discipline.

Other programs housed under the M-TEC umbrella 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. The college has also partnered to bring other learning opportunities to area business, such as government contract procurement.

**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 Business and Industry Development Center (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 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. In addition to registering, electrical apprentices have to document their continuing education. Mid Michigan Community College is an approved provider of related technical instruction that meet the education requirements of apprentices. MMCC, through its Technical Education Center, offers both on-campus and online courses that meet the required standards.
Additional learning opportunities will be offered to area manufacturers through a recently received National Science Foundation grant that supports the development of plastics technology career pathways in rural Michigan. This grant will allow for a seamless laddered program starting with a noncredit training credential through an associate degree. The grant also allows for a number of regional and statewide workshops and speaker series that will be geared towards serving the industry needs.

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**
The Library and Learning Services (LLS) acts as an umbrella of multiple services that are available to all MMCC students through the assistance of the Retention Office, Writing and Reading Center, and Math Lab. Students are encouraged to use the tutoring support that is available for all MMCC courses, supplemental instruction in biology and chemistry courses, and the new online support services through the Writing and Reading Center. The online service allows students to make contact with Writing and Reading Center staff during regular open hours, after hours, and on weekends. This has been a great resource for the students, the LLS is exploring ways to expand this online assistance to include other discipline areas. In addition to the above services, the LLS oversee college testing and placement assessments.

Serving the number of students who are taking developmental courses in reading, writing, and math continues to be the primary challenge for the LLS. College assessment continues to show that, increasingly, students enter our college underprepared for college level course work as indicated by the following table:

<table>
<thead>
<tr>
<th>PERCENT OF STUDENTS NEEDING REMEDIATION—2011</th>
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<tr>
<td>ACCUPLACER RESULTS</td>
</tr>
<tr>
<td>N=1,065</td>
</tr>
<tr>
<td>English</td>
</tr>
<tr>
<td>Mathematics</td>
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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. Adding to this challenge, the number of students using the services continues to include students with diverse disabilities and deficiencies. Our centers at our two campus locations continue to get busier with further demands for services each semester.

It remains the goal of the institution to physically merge the various LLS departments by expanding the existing library at the Harrison campus eventually moving all of the services into one area instead of being located on two different floors. This would increase the flow and accessibility of resources for the students as well as provide more adequate staffing coverage. A number of the staff positions would be cross-trained to provide quality staffing to meet student needs. Quiet study rooms would be available for student usage; these rooms would also be available for supplemental instruction. The renovation would include the first floor being expanded 60 feet, providing an additional 4,800 sq. ft. to the library. In addition, this would provide an additional 11,000 sq. ft. second floor expansion providing for more faculty office spaces. This will create a better learning environment and offer more opportunities for developmental courses and expansion of curriculum.

**ADULT EDUCATION FOCUS**

MMCC does not offer General Education Development (GED) preparation or testing. Counselors and academic advisors maintain a list of available GED sites in the area and make referrals as needed.

**PARTNERSHIPS**

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

- Several staffing changes were made in 2012 due to retirements and other changes made as a result of the economic climate of Michigan. These changes have allowed the college to focus resources and personnel in a different manner and establish partnerships with other learning and training entities bringing better service to our business partners in the community.
Through economic and workforce development MMCC continues to work to enhance workforce and economic training and growth within our region. These efforts include partnerships with MiWorks! Region 7B, Middle Michigan Development Corporation, Central Michigan Manufacturers Association, Clare and Gladwin Counties Chambers of Commerce, Beaverton and Gladwin Business Associations and numerous college work groups including the MTEC Board of Advisors and most recently the Plastics Alliance Committee.

In 2012 the college received a National Science Foundation award to develop a laddered plastics thermoforming curriculum, oversight for this development is coming from subject matter experts who make-up the newly formed plastics alliance committee. Additional partnerships include work with Ferris State University on curriculum development and a seamless transfer to their nationally recognized program. Other partnerships gained through this initiative include the Society of Plastics Engineers and their local and national thermoforming division.

Additional partnership work will be done with MiWorks, specifically in the area of incumbent worker training, as MMCC has contracted with a private firm to create additional customized training opportunities for local manufacturing companies.

Future plans include expanded workforce training opportunities with the construction of a new regional training center located at our Summerton Road Campus in Mt. Pleasant. This new center will serve Isabella, Gratiot and surrounding areas.

Through the college’s co-op program students are given the opportunity to gain hands-on workforce experience. Each semester MMCC places numerous students from a variety of disciplines into community businesses offering a capstone learning experience for the student, while providing businesses with labor to work on business specific projects.

MMCC has expanded its nursing program and is entering articulation discussion with Eastern Michigan University, University of Michigan Flint, and Grand Valley State University for RN to BSN programs.

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.

- 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 11 area high schools and technical centers are partnering in articulated credit, offering 49 active
articulation agreements. This ties the community college to the career pathways system and helps lead students to a more seamless transition to higher education.

- MMCC has 64 affiliation agreements with health care providers and hospitals to provide for clinical experiences for approximately 416 students annually in seven health care programs. All health care programs have volunteers from the healthcare community on their respective boards.

- 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 continues to partner with local K-12 school districts through its’ Off Campus Program. The overall goal of MMCC is to provide a cohesive program for seamlessly transitioning high school students into successful college students, by providing relevant college-level instructional programs which integrate with the high school curriculum. In addition to this academic readiness goal, the program focusses on developing the students’ knowledge of, and abilities to navigate, the institutional processes involved with attending college. The program includes the RESD’s Middle College, Farwell Area Early College, Shepherd Public School’s Enhanced Dual Enrollment program, and other various high schools. Using team teaching between college and high school instructors, while incorporating periodic Transition Workshops, the college is able to ensure consistent outcomes and student support 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, Grand Valley State University, Kaplan University, Lansing Community College, Life University, Northwood University, Saginaw Valley State University, Sherman University, and Western Michigan University. Transfer guides are also available for a number of other institutions including Alma College, Kendall College, Michigan Technical University, Lake Superior State University, Northern Michigan University, Michigan State University, Oakland University, Saginaw Chippewa Tribal College, University of Michigan–Ann Arbor Engineering, University of Michigan-Detroit Mercy, University of Michigan-Flint, Wayne State University, and Western Michigan University.

- Recognizing the transfer of students among colleges also can encompass students transferring to MMCC, the college has completed formal “Reverse Transfer” agreements with Saginaw Valley State University and with Ferris State University. Through the reverse transfer process, non-completers at MMCC may be able to use their university level credits to complete an associate’s degree at MMCC.

- 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:
  
  o The college continues to serve as a partner with the area high schools and the RESD to deliver career/technical education (CTE) and dual enrollment 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.

  o Mid Michigan Community College regularly works with the RESD and representatives from our local schools to collaborate on grant proposals. An early example of this partnership was the Middle College that was hosted on MMCC’s Harrison Campus. The partnership included not only the RESD, but also the five local school districts and MidMichigan Health System. Even though the grant funding for the Middle College no longer exists students are able to
receive the same support and tuition coverage through an enriched dual enrollment program. Students have a designated classroom/computer lab to study in, tutoring assistance, assigned mentor and career guidance assistance from the CTE counselor. Students are encouraged to be part of the Education Talent Search (ETS) program, a more recent collaborative grant initiative. ETS staff provides college readiness services to these students.

- 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**

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. The new center will house liberal arts, business, visual arts, and math programs. Plans also include dedicated math and language labs, an area for supplemental instruction, small group study areas, and a library. Groundbreaking for the new center is planned for the spring of 2013 with the first classes beginning fall 2014 semester.

With the awarding of a 2012 National Science Foundation grant, MMCC has initiated a new program: Creating Plastics Technology Career Pathways in Rural Michigan. This three year grant will provide for the creation of 1) an industrial alliance advisory board who will address the workforce shortages through a number of collaborative activities, 2) a curriculum for plastics technician training that will include non-credit
training credentials laddering into an associate degree that will articulate to Ferris State Universities Bachelor of Science Degree in Plastics Engineering Technology, and 3) support the recruitment and retention of students beginning with a K-12 career awareness.

MMCC’s technical programs have recently received long overdue attention. The lab facilities for the Heating, Refrigeration and Air Conditioning (HVAC) program and for the welding program have undergone significant upgrades and expansion. With an increased demand for qualified welders in our region we have converted some additional existing space for use by the welding program. In addition to the extra space, the ventilation and electrical systems have all been upgraded.

The Heating, Refrigeration and Air Conditioning (HRA) program has been in need of additional space; M-TEC facilities have been renovated to accommodate the move of the HRA program into the M-TEC building. The renovation provided adequate space for new programming in alternative energy with a primary focus on geothermal technology.

The vacated HRA building underwent a one million dollar upgrade during the summer of 2012. From this renovation a new Center for Medical Imaging Studies was created. Students now have state of the art classrooms and labs to gain the skills they will need as they leave MMCC and begin their careers in our communities.

The lab for the Automotive Technology program has received less extensive upgrades. MMCC is continuing to evaluate program planning for the automotive program that will impact facilities usage in the future.

In addition to facilities planning, MMCC also looks to the future in programming. Like other community colleges throughout the country, MMCC 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 - Health Sciences**

Because of strong demand, the college has developed an array of programs in health-related and technology areas such as RN, physical therapist assistant, pharmacy technician, radiography, medical assistant, and health information technologies. MMCC also works with other institutions to offer programs on-site and via consortiums such as respiratory therapy technician and the MRI Consortium. MMCC continues to investigate a similar future arrangement to offer RN to BSN programming. State and/or national accreditation has been obtained in all of these program areas. The Nursing ADN program will be applying for candidacy for national accreditation through the National League for Nursing Accrediting Commission (NLNAC) during the 2012/2013 academic year with an anticipated site visit in 2014. Additional health-related short courses are offered through the M-TEC, such as certified nurses’ aid, dialysis technician, phlebotomy and other high-demand health care careers. 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. STAFFING AND ENROLLMENT

Current Student Enrollment
Full and part-time student enrollments by program for fall 2012 are listed in Appendix B. The students can access these programs in a variety of ways: by attending classes on campus, hybrid, online, at off-campus locations including high schools, and by Interactive Television (ITV).

Retention efforts at MMCC have made great strides over the past year and have moved from the development and piloting to implementation of the Early Alert System, which include attendance reporting and the Retention Management System (RMS). Both Early Alert Tools are now available to all full and part-time faculty, and thus have experienced an increased use with positive feedback. Plans are in the works to improve upon and expand the Early Alert System. The improvements will include features such as more alert categories for faculty and a faster interface.

Retention has also partnered with the Financial Aid office to pilot a Financial Aid appeal process for those students at risk of losing their financial aid eligibility. Data is currently being collected, tracked, and analyzed to see how effective this process is and to determine its continuation and expansion.

The College Student Inventory (CSI) is currently being administered to all new MMCC students at the same time as the ACCUPLACER placement test. The CSI results are being used by academic advisors in first time advising sessions to help open lines of communication and to address self-reported issues that might act as hurdles to a student’s academic success.

Future use of students’ CSI results include plans to enroll those students identified as high at-risk in a College Navigation course, which will include topics such as registering for classes, renewing the Free Application for Federal Student Aid (FAFSA), financial literacy, opportunities for tutoring, services available in the Academic Advising department, and technology related subjects.

Our short term goal of taking an early active role in student engagement and success is being met by the Student Success Team through the increased use of the Early Alert System and the CSI. MMCC endeavors to have a model retention department that will make the transition to college more successful.
for a large population of underprepared, low income, first generation college students. With all of these changes, we strive to achieve our long term goal of increased student retention and graduation rates.

Since its implementation in October 2010, the Title III grant has employed two full time academic advisors, two part time academic advisors, a part time Career Coordinator, and a fulltime Instructional Technologist Coordinator - all to support student success. The Title III grant employees have been incrementally absorbed into the college to work together to enable students to successfully transfer and graduate on time. In particular, the Career Coordinator has worked to reduce MMCC undecided student count by 80 percent. Advisors have logged numerous hours in training and professional development to learn new techniques to support at-risk students. The Instructional Technologist is working to integrate existing MMCC databases to enable our faculty, student, and academic support services staff to interact with student information in a centralized system. Further, the faculty/advisor mentor program continues to have a positive impact on students by bringing advisors and faculty together to holistically support MMCC students. There is ample evidence that MMCC’s Title III project involves all campus constituents and is impacting academic, student, institutional, and fiscal systems. The project continues to build upon the strengths and activities already in place at MMCC and reflects the primary purpose of Title III--to lead institutions toward self-sufficiency. Substantial progress has been made, not only in achieving year one and year two objectives, but also several aspects of future objectives. For example, improvements in
disseminating financial aid information originally targeted for year three were implemented in year one. MMCC is well prepared to move forward into the third year of the project armed with a cadre of faculty, staff and administrators who understand and support the project.

**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 15.34% of the fall 2012 credits. Over 29% of students enrolled fall 2012 semester were enrolled in at least one online class. Mid Michigan Community College has been a longtime 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. The MCCVLC is in the process of rebranding and expands its usefulness in packaging full programs for students’ consideration when enrolling.

As of 2010, the Higher Learning Commission of the North Central Association of Schools and Universities implicitly authorized MMCC to independently offer entire programs online. Formalized approval is pending following the positive recommendations of a site visit in September 2012. 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 3,021 in fall 2003 to 4,648 students in fall 2012; a 54% increase as shown below.

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 2012 enrollment data by program are provided in Appendix B.

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 (Appendix D). The following chart shows no significant change in the traditional age of students enrolled at MMCC.

![Student Age Chart]

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 per cent 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 2013 is projected at 4,475.

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 2012 school year can be seen in Appendix C. 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, a 2012 National Science Foundation Plastics Technology grant, and increased contact with K-12 students, teachers and
counselors, the college should begin to see an increase in the number of local 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 (2011-12) data, Mid Michigan Community College has 26 students per instructional full time equivalent (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 Art Faculty
2. 1 Full-time Business Faculty
3. 1 Full-time Social Science Faculty
4. 1 Full-time Speech Faculty
5. 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 and plastics technology continue to develop.
Average Class Size

Average class size for MMCC is 18.26 (ACS 2011-12) students and we are projecting average class size to remain somewhat constant 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 including: 11,000 square feet Auto Tech Lab, 5,010 square feet Climate Control Lab, 18,000 square feet Technical Education Lab, 14,000 square feet Health and Classroom Wing, 2,000 square feet Food Service, 3,000 square feet Goldberg Center, 26,000 square feet Health/Science Wing, and a 13,685 square feet Student Orientation and Academic Resource Center (SOAR) which 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 industrial trades. The Center has its own gas, electrical and water systems. During the fall of 2011 the Construction Trades Lab of the M-TEC was renovated to accommodate the HVAC program.

In the spring and summer of 2005 a new 4,800 square foot 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 square foot addition was constructed to house the Theatre Lab and associated storage.

In the summer of 2012 the vacated 5,000 square foot building previously housing the HRA program was renovated to house the Radiology Program. This project included a 900 square foot addition to the building along with a 20 well geothermal system to heat and cool the building.
The main campus consists of 199,000 square feet of instructional and support space and 10,200 square feet of maintenance support buildings. The main instructional building is 44 years old and well maintained. There are many areas that demand upgrading, especially pertaining to the 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 foot 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 provide a full service educational facility.

The Pickard facility is situated on 9.98 acres, of which 6.4 acres is utilized by the building and parking. Administration and instruction are working collaboratively to ensure college resources are maximized at this location.

The Herbert D. Doan Center for Science and Health Technologies Center in Mt. Pleasant opened in 2008. This two-story building (58,000 square feet) is located on 44 acres near our current facility and houses health-related and science labs and classrooms and relieves some of the pressure on the Pickard facility. In April of 2011 a 15,000 square foot addition was completed to house student service functions.

**ESTIMATED REPLACEMENT VALUE OF EXISTING FACILITIES**

The current replacement value of all college buildings is $65,016,900 per the attached certified appraisal from R. A. Schettler, Inc. Registered Appraisers. All buildings are insured for replacement values.

**ASSESSMENT OF CAMPUS UTILITIES SYSTEMS**

**HARRISON CAMPUS**

**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 Edwards System Technology audible/visual alarm system was installed in 2011 which complies with the current code and A.D.A. requirements.

Lighting
The college completed the upgrade of the lighting systems in the main building on the Harrison Campus to T8 lights with electronic ballasts in 2011.

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.
In 2012, in conjunction with the renovation of the Climate Control Building to house the Radiology Program, a separate 2000 gallon maximum per day system with a 3,450 square foot engineered drain field was added.

**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 DTE Energy. 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 DTE Energy, and was installed in 2001.

The remodel of the Climate Control building to the Radiology Building also included the installation of a new gas service from DTE Energy.

**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 and a heat recovery component 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.

A 20 well geothermal system which includes two heat pumps and a backup boiler was installed as part of the Radiology Program upgrade.

**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 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 Schneider Electric BMS 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.

**MOUNT PLEASANT CAMPUS**

**Electrical Service**
The Pickard location has 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.

The Doan Center has 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.

All Mt. Pleasant electrical service is provided by Consumers Energy Services.

**Heating and Air Conditioning Systems**
The Pickard Building has radiant hot water heat along perimeter walls with zone central and roof mounted central air conditioning. 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. The 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 Schneider Electric BMS is used to monitor temperature controls in the Mt. Pleasant buildings.

**Fire Alarm**
The Mt. Pleasant buildings are equipped with a wet-pipe Sprinkler system and an audible/visual alarm system.
Other Mt. Pleasant Campus Utility Providers

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<td>Gas service</td>
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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 access the back parking lots of the Health/Science Wing, Computer Lab Center and Radiology 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.
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 leases property for their facilities on 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

MMCC received approval of its Mt. Pleasant Unification capital outlay proposal in June 2012. This was part of our FY 2012 Capital Outlay Project Request submitted in 2010. Since that time, the college has moved forward with securing a construction manager and has engaged its architect and staff in finalizing the construction documents. The college plans to break ground in spring 2013 with expected completion in fall 2014.

Deferred Maintenance Plans

The college has taken an aggressive approach to addressing deferred maintenance issues over the past decade. Currently the deferred maintenance projects outstanding include:

1. Re-roofing the maintenance support buildings (Harrison Campus) $80,000
2. Re-paving back parking lots (Harrison Campus) $100,000
3. Upgrading campus lighting (Harrison Campus) $500,000
4. Replacing the controls for the science wing exhaust system $500,000

Number 4 is the only item with programmatic impact so this will need to be addressed in the near future.
APPENDIX “A”

R. A. SCHETTLER, INC. REGISTERED APPRAISERS REPORT
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-FIVE MILLION, SIXTEEN THOUSAND,
  NINE HUNDRED DOLLARS.
ON THE BASIS OF ITS REPLACEMENT VALUE NEW

_____________________________________
DISTRIBUTION OF VALUES ARE AS FOLLOWS:

REAL ESTATE - BUILDINGS. . . . . . $65,016,900.00

DATE: NOVEMBER FIRST TWO THOUSAND ELEVEN R.A. SCHETTLER, INC.
PROJECT NO: 2197

BY
APPENDIX “B”

FALL 2012 PROGRAM ENROLLMENT
# Mid Michigan Community College - Credit Contact Hour Reporting
## Fall 2012

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APPENDIX “C”

HIGH SCHOOL GRADUATION PENETRATION RATES
2012
GRADUATING CLASS
## High School Penetration Rates 2012 Graduating Class

<table>
<thead>
<tr>
<th>In-District Schools</th>
<th># of Grads 2012</th>
<th># of Prospects</th>
<th># of Applications</th>
<th># Attended in Fall 2012</th>
<th>% Enrolled In Fall 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beaverton High School</td>
<td>110</td>
<td>53</td>
<td>45</td>
<td>41</td>
<td>37.27%</td>
</tr>
<tr>
<td>Clare High School</td>
<td>99</td>
<td>68</td>
<td>57</td>
<td>51</td>
<td>51.52%</td>
</tr>
<tr>
<td>Farwell High School</td>
<td>63</td>
<td>48</td>
<td>39</td>
<td>36</td>
<td>57.14%</td>
</tr>
<tr>
<td>Gladwin High School</td>
<td>122</td>
<td>89</td>
<td>57</td>
<td>49</td>
<td>40.16%</td>
</tr>
<tr>
<td>Harrison High School</td>
<td>90</td>
<td>84</td>
<td>76</td>
<td>57</td>
<td>63.33%</td>
</tr>
<tr>
<td><strong>Sub - Totals</strong></td>
<td><strong>484</strong></td>
<td><strong>342</strong></td>
<td><strong>274</strong></td>
<td><strong>234</strong></td>
<td><strong>48.35%</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Out-District Schools</th>
<th># of Grads 2012</th>
<th># of Prospects</th>
<th># of Applications</th>
<th># Attended in Fall 2012</th>
<th>% Enrolled In Fall 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alma High School</td>
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<tr>
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<td>41.03%</td>
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<td>15</td>
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<td>13</td>
<td>4</td>
<td>3</td>
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<tr>
<td>Chippewa Hills High School</td>
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<td>64</td>
<td>41</td>
<td>33</td>
<td>31.73%</td>
</tr>
<tr>
<td>Coleman High School</td>
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<td>16</td>
<td>10</td>
<td>6</td>
<td>10.00%</td>
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<tr>
<td>Evart High School</td>
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<td>32.81%</td>
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<td>25.00%</td>
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<td>5</td>
<td>5.38%</td>
</tr>
<tr>
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<td>9</td>
<td>18.00%</td>
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<td>32.21%</td>
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<td>6</td>
<td>6</td>
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<td>57</td>
<td>49</td>
<td>43</td>
<td>42.57%</td>
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<tr>
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<td>4</td>
<td>3</td>
<td>3</td>
<td>50.00%</td>
</tr>
<tr>
<td>St. Louis High School</td>
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<td>19</td>
<td>11</td>
<td>14.29%</td>
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<tr>
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<td>11</td>
<td>7</td>
<td>2</td>
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<td><strong>Sub - Totals</strong></td>
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<td><strong>574</strong></td>
<td><strong>415</strong></td>
<td><strong>299</strong></td>
<td><strong>20.38%</strong></td>
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| Totals                      | 1951           | 916            | 689               | 533                    | 68.73%                 |
APPENDIX “D”

STUDENT COUNTS FOR SELECTED SCHOOLS

Fall 2012

With 2013 Estimates
## Student Counts Graduating Years 2007-2013

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<th>School Name</th>
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<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013*</th>
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<tbody>
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<td>42</td>
<td>42</td>
<td>45</td>
<td>67</td>
<td>47</td>
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<td>Beaverton High School</td>
<td>112</td>
<td>124</td>
<td>112</td>
<td>112</td>
<td>140</td>
<td>99</td>
<td>89</td>
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<tr>
<td>Chippewa Hills High School</td>
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<td>171</td>
<td>150</td>
<td>169</td>
<td>130</td>
<td>122</td>
<td>160</td>
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<tr>
<td>Clare High School</td>
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<td>109</td>
<td>115</td>
<td>115</td>
<td>107</td>
<td>104</td>
<td>101</td>
</tr>
<tr>
<td>Farwell High School</td>
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<td>78</td>
<td>117</td>
<td>118</td>
<td>85</td>
<td>104</td>
<td>91</td>
</tr>
<tr>
<td>Gladwin High School</td>
<td>152</td>
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<td>145</td>
<td>158</td>
<td>152</td>
<td>120</td>
<td>115</td>
</tr>
<tr>
<td>Harrison High School</td>
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<td>91</td>
<td>112</td>
<td>77</td>
<td>118</td>
<td>90</td>
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<tr>
<td>Mt. Pleasant High School</td>
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<td>266</td>
<td>273</td>
<td>238</td>
<td>254</td>
<td>232</td>
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<td>118</td>
<td>118</td>
<td>104</td>
<td>118</td>
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<td><strong>1220</strong></td>
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<td><strong>1100</strong></td>
<td><strong>1086</strong></td>
<td><strong>1021</strong></td>
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* # of current seniors as of 10/4/12