

FIVE-YEAR CAPITAL OUTLAY PLAN

(FY 2027 – FY 2031)



NORTH CENTRAL MICHIGAN COLLEGE

1515 Howard St.

Petoskey, MI 49770

North Central Michigan College: Five-Year Capital Outlay Plan (FY 2027 – FY 2031)

I. Mission Statement

North Central Michigan College (NCMC) provides exceptional, accessible, relevant higher education to the benefit of all.

II. Instructional Programming

a. Instructional Programming – Existing Academic Programs

North Central Michigan College (North Central) offers Associate of Arts, Associate of Science, Associate of General Studies and Associate of Applied Science degrees. The Associate of Applied Science degrees prepare students for careers or advanced study in sixteen (16) program areas as shown below:

Accounting	Geographic Information Systems
Business Management	Law Enforcement
Computer Information Systems	Legal Assistant
Criminal Justice	Marketing
Digital Art & Design	Mechatronics
Early Childhood Education	Nursing
EMS/Paramedic	Office Administrative Services
Fire Science	Welding

In addition, North Central offers certificate programs in the following areas:

Accounting Assistant	Fire Fighter
Animation	Graphic Arts
Art - Fine Craft	Legal Assistant
Art - Studio Art	Manufacturing Technology
Bookkeeping	Mechatronics
Business of Art	Medical Billing and Coding
Business Development	New Media
Computer Aided Design	Practical Nursing
Computer Information Systems	Retail Management
CNC Machinist Technology	Small Business Management
EMS/Paramedic	Studio Art
EMS/Basic	

Over the past few years, North Central has made revisions and/or expansions to our healthcare and public safety program offerings and anticipates additions to our health sciences and manufacturing and engineering technology curriculum. Curriculum development work is ongoing in the areas of dental hygiene and welding technology. In addition, we are pursuing expansions to our existing Computer Information Systems program. Development work is also ongoing for new training programs in the skilled trades.

The following table shows the various locations or means by which the college offered credits in 2024 – 2025 along with the percentage of total credits represented by each location.

Location/medium	% of total credits
Petoskey	50%
Gaylord Center	1.5%
Cheboygan Center	0.5%
Online	38%
Various other	10%

Table 1: NCMC Course Locations

b. Unique Characteristics of North Central’s Academic Programs

The college’s academic programs are designed to provide students with a solid foundation for launching their careers (applied or “occupational” programs) or transferring to a four-year university (Arts & Sciences). North Central has five Institutional Learning Outcomes. All degree offerings incorporate key dimensions of knowledge and skill development:

1. Intellectual Skills: Demonstrate solutions to problems from multiple perspectives.
2. Cultural Skills: Develop intercultural competence for living in a globally connected world.
3. Communication Skills: Demonstrate appropriate verbal and nonverbal communication across contexts.
4. Ethics: Demonstrate ethical reasoning in varied contexts.
5. Applied Skills: Apply field-appropriate knowledge and skills to address common issues in an academic, professional, or community context.

Within the occupational areas, careers in the health professions are of greatest interest: 50% of all students in the Associate of Applied Science programs and 50% of all students seeking occupational certificates are enrolled in health-related programs. The high level of student interest corresponds to the workforce talent needs of our state in health care industries, in which there are more jobs than there are available and trained workers.

Recognizing the need for knowledge and skill development in the applied sciences, including those in the health-based sectors, North Central is currently renovating and expanding its Health Education and Science Center (The Jack and Dorothy Harris Center). Phase I was completed in Fall 2024. Phase II construction is underway. The building is the hub for all health and science education on the Petoskey campus and has enabled the college to move forward on the expansion of its academic programs including the following:

- Medical First Responder training — in response to Emmet County’s need for more consistently trained first responders (The certificate in Basic EMS was updated to allow for financial aid considerations to apply for these students.)
- The integration of simulation technology into the Nursing, EMS, Medical Assistant and Surgical Technologist curricula; since the opening of the HESC in 2012, faculty in all of these disciplines have made a concerted effort to include simulation training into the health curricula. Nursing students are enabled to practice essential nursing skills in a virtual environment. The Simulator Lab spaces are being updated and renovated and will be completed in Fall 2026
- In 2017, North Central received full approval from the Commission on Accreditation of Allied Health Educational Programs (CAAHEP) for accreditation of our EMS-Paramedic programs; the college was also approved as only the second Michigan site for offering Critical Care Paramedic courses from the University of Maryland Baltimore County (UMBC). Accreditation was renewed in 2023.
- Since 2017, North Central has partnered with local fire departments on a shared Regional Fire Training Center, capable of offering both initial and command-level training courses. We anticipate that the EMS accreditation, the UMBC selection, and the Regional Fire Training Center will enhance our abilities to attract students to all of our health programming.
- As the result of a generous donation of an Anatomage Table (a virtual cadaver lab), students in North Central's health sciences programs have the opportunity to use digital cadavers for learning. Students can dissect the digital cadavers, as well as view slices of human anatomy, as well as explore a full library of animals and physiology. In the past year we have updated our simulation center to double our simulation capacity from two to four hospital simulation rooms and debriefing space. We have also improved our simulation education by participating in a research study with Marquette University. The use of debriefing has been a huge benefit to our nursing students, and we expect to expand our simulation offerings to EMS programs as well as other health related programs moving forward.

Workforce Development and Adult & Youth Education Programming

North Central Michigan College’s Workforce & Continuing Education (WCE) provides customized corporate training, workforce development opportunities, professional development programs, and community & continuing education.

Workforce Development

WCE works with many local manufacturers to provide training in the areas of CNC, Mechatronics, Leadership, Company Culture, and Communications to advance the skills of their employees. In mid-2022, WCE launched the Fast Track Career programs which offer certifications in high-demand industries like health care and manufacturing.

Workforce Development training topics 2024 – 2025 academic year included:

Training Topics	Enrollment
Public Safety / Allied Health	943
Fast Track Career Programs	251
Manufacturing /Leadership	50
Ed2Go/Professional Development	25
Total Enrollment	758

Table 2: WCE Training Topics

WCE gathers feedback from participants on the effectiveness of the program, the relevance to workplace skills, the quality of the instructor, instructional materials, and the facility. In addition, the questionnaires ask participants what other programs they would like to see offered.

WCE works closely with area workforce development agencies like Networks Northwest and Michigan Economic Development Corporation (MEDC) to explore grant opportunities for training. WCE is currently providing training to local businesses using funding from the Michigan New Jobs Training Program and Going PRO. The tuition for the Fast Track programs was partially funded by the MiReach, Reconnect and WOCTEP (Waganakising Odawa Career and Technical Education Program).

Adult Education Programming

WCE launched the Lifelong Learning Club in August 2020. It has grown to over 9,000 learners. From July 1, 2024 to June 30, 2025, there were 9,400 enrollments in 335 classes offered. A variety of topics are offered including: health & fitness, history, nature, arts, finance, and entertainment. There is a mix of free and paid courses, and some are in-person and some are virtual. Surveys are sent out and collected after each event.

Youth Education Programming

In Summer 2025, WCE offered a Summer Learning Academy for 3rd-8th grade students. 453 students participated in the 40 classes offered. Class topics included: Manufacturing Madness, Rock Star Writer, Karate for Kids, All About Art, Outdoor Adventures and many others.

Articulation Agreements and Partnerships with Intermediate School District

North Central is a strong partner with the Charlevoix-Emmet Intermediate School District (Char-Em ISD) and its regional high schools. Responding to the plans set forth by the Michigan Governor and Legislature, North Central established an Early College program, initially with Public Schools of Petoskey in 2014. Early College enables students to earn a high school diploma concurrently with a North Central Associate's degree by remaining enrolled for one year beyond the traditional high school graduation date. Petoskey High School has sent a cohort of approximately 25 students to the program in each of the last

eleven years. Similar programs were started at Boyne City High School and Gaylord High School in 2015, with both schools continuing to participate with new students each year. In recent years, Gaylord High School has sent cohorts of approximately 40 students. In 2024, similar programs were started in Cheboygan Area Schools and Inland Lakes Public Schools.

In addition to the Early College program, North Central continues to provide dual and/or concurrent enrollment courses for more than 500 high school students each term. These courses adhere to National Alliance of Concurrent Enrollment Partnerships (NACEP) standards. Dual credit students comprise over 35% of the college's total fall student head count in 2025. Chart 1 below shows head count and credit hours by these students.

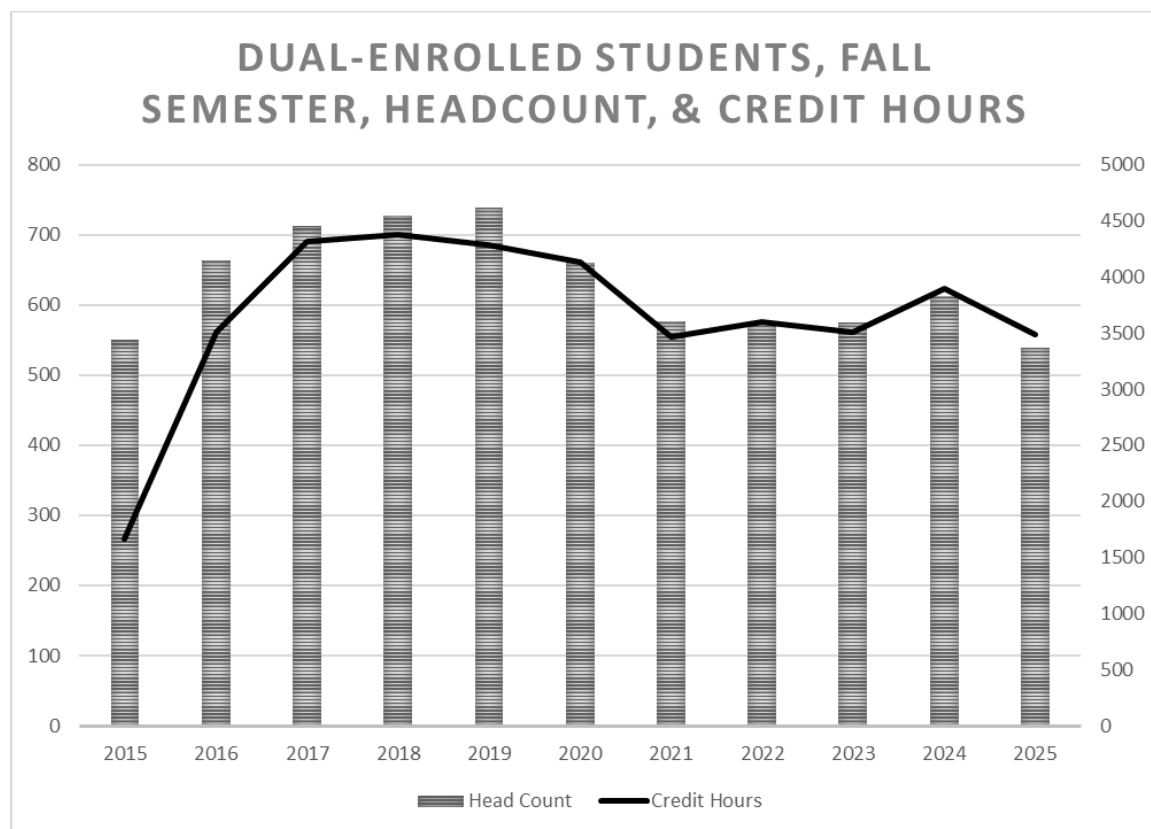


Chart 1: Dual-enrollment trends

Dual-enrollment headcount and credit hours grew steadily from 2015 to 2019. Since then, fall headcount and credit hours have declined slightly but remained relatively stable from 2020–2025, averaging between 550–600 students and 3,650 credit hours.

North Central attracts a significant number of high school graduates from the region each year. In the Fall 2024 semester, approximately 14% of area 2024 high school graduates (Charlevoix-Emmet ISD and Cheboygan, Otsego, Presque Isle ESD) enrolled at North Central, with 20% of high school graduates from Emmet County, our immediate service area, attending North Central. This has remained consistent over the last three years.

North Central is affiliated with the Michigan Department of Education. The college works in partnership with Char-Em ISD on various career and technical education (CTE) programs, and tech-prep articulations for programs including accounting, business management, creative teaching, health occupations, information technology, mechanical drafting, and marketing.

Technical/Vocational Training on the Move

North Central offers instruction in Digital Art and Design, Criminal Justice, Law Enforcement, Early Childhood Education, EMS/Paramedic, Mechatronics, Computer Aided Design, Fire Science, Fire Fighter, Geographic Information Systems, Computer Information Systems, Legal Assistant, Business Management, Small Business Management, Retail Management, Manufacturing Technology, Computer Numerically Controlled Machinist Technology, Marketing, Medical Billing and Coding, Nursing (RN and LPN), Office Administration, and Welding.

Community Activities

A large part of North Central's mission is to provide educational, economic and cultural opportunities for community improvement. North Central operates an Athletic Center that includes fitness rooms, indoor walking track and gymnasium with a regulation basketball/volleyball court and full-size pickleball courts. The fitness rooms, indoor walking track and pickleball courts are available to the public. In addition, North Central maintains outdoor basketball and volleyball courts, located south of the campus Residence Hall. These courts are open 24 hours and available to the public free of charge. North Central's Athletic Center provides a free table tennis center in the concourse for the public. The campus is also home to a 195-acre Natural Area that is groomed and maintained and is free to the public and students for recreation and leisure. This natural area includes a section of the North Country National Scenic Trail. In addition, the Harris Gardens provide 26 unique sculptures in the center of campus for the public to enjoy.

Since 2019, North Central has hosted the MI CareerQuest event for the Charlevoix-Emmet Intermediate School District. Over 600 students attend this one-day event, which includes sets of hands-on activities designed to introduce 9th and 11th grade students to careers including: Construction Trades, Emergency Medical Services, Fire Services, Fisheries & Wildlife, Law Enforcement, Nursing, and many more.

The college sponsors several enrichment events each year, many of them free to community members—including the Luncheon Lecture Series (see above).

Intercollegiate Athletics

This past year (2024-2025) marked the third year of intercollegiate competition for North Central Athletics. North Central is part of the National Junior College Athletic Association (NJCAA) and the Michigan Community College Athletic Association (MCCAA) as our athletic conference. We have five varsity teams who compete in the NJCAA & MCCAA: Men's Basketball, Women's Basketball, Men's Cross Country, Women's Cross Country, and Women's Volleyball. We also offer Men's & Women's Outdoor Track at a club level currently. Our Esports team, launched in 2021, competes in the NJCAA-E for national and league play.

The athletic department's mission is to provide positive opportunities for student-athletes to advance their academic, athletic, and personal achievements through intercollegiate

athletics. The addition of varsity athletics helps build a sense of belonging for our students, as well as opens the opportunity to higher education for many students. According to NJCAA statistics 25% of NJCAA student-athletes are first generation college students, and they are approximately 20% more likely to graduate compared to the whole student population.

We have over 60 student-athletes competing on our teams. Our student athletes are showing success both in their academic studies as well as athletic achievements through intercollegiate athletics. In 2024-2025, twenty-five student-athletes were named to the MCCA Academic teams as well as three teams were named MCCA & NJCAA Academic Teams. Fourteen student-athletes were named to one of the three NJCAA Academic All-American teams, including four First Team members.

Articulation Agreements and Partnerships with Four-Year Institutions

Approximately 56% of North Central Michigan students transfer to other colleges or universities within four years, with 50% attending four-year institutions. The college is a signatory to the Michigan Transfer Agreement (MTA), which provides that 30 credit hours in general education at Michigan community colleges will transfer to universities in Michigan. North Central maintains articulation agreements with Central Michigan University, Davenport University, Eastern Michigan University, Ferris State University, Grand Valley State University, Great Lakes Boat Building School, Industrial Arts Institute, Lake Superior State University, Northwestern Michigan College, Northwood University, Northern Michigan University, and University of Michigan-Flint. North Central also offers the 10 state-wide Michigan Transfer Pathways: Associate of Arts (AA)-Arts, AA-Business, AA-Communications, AA-Criminal Justice, AA-Psychology, AA-Public Health, AA-Social Work; Associate of Science (AS)-Biology, AS-Exercise Science, AS-Mechanical Engineering.

North Central has signed reverse transfer agreements with Ferris State University, Grand Valley State University, Central Michigan University, Western Michigan University, Northern Michigan University, Davenport University, Madonna University, and Oakland University. These agreements enable former North Central students to transfer courses from a four-year university back to North Central, to help satisfy the requirements to complete an associate's degree.

c. Initiatives and Facility Use

Although North Central maximizes the use of its existing facilities, constraints limit flexibility and its ability to meet the full range of community and student needs. One project that emerged from the 2014 Campus Master Plan as a top priority was the renovation and upgrade of our Administration/Classroom Building.

Research showed that student engagement—time spent on campus and on educational tasks—is critical to college completion. The purpose of the renovation project was to improve the learning environment for students by renovating two existing classrooms into one state-of-the-art computer lab, as well as creating five state-of-the-art classrooms. The project extended the life of the Administration/Classroom Building by providing necessary improvements to the instructional space, as well as creating a new Student Commons for students, staff, and faculty to collaborate.

The renovation and upgrade of our Administration/Classroom Building was completed in August 2021. It has been renamed the Borra Learning Center. The project also addressed significant maintenance and repair items that had been identified as being critical in the Campus Master Plan and created a “first-stop shop,” providing key student services functions in one location. Students are now able to have access to support services that are centrally and conveniently located. In 2023, upgrades to the Borra Learning Center HVAC systems were completed.

With this project finished, North Central seeks to bolster opportunities in occupational education with a focus on skilled trades. The 2019 Campus Master Plan identified the Career and Technical Education Enhancement (CATEE) Complex and its Skilled Trades Education Pathways (STEP) Center as the top priorities.

Currently, project funding has been secured for CATEE Nursing Phases I and II, and demolition of the existing Technology Center and its replacement with state-of-the-art facilities. The new Martin Jahn Technology Center will focus on Manufacturing, Engineering, Technology, and the Skilled Trades. Construction on the CATEE Nursing Phase II and the Martin Jahn Technology Center began in summer 2025 with completion expected in fall 2026.

With funding secured and construction underway for CATEE, the top priority of the college is the Skilled Trades Education Pathways (STEP) Center to deliver programs and training in the construction trades.

d. Economic Development Impact

The most recent Economic Impact Study, conducted by Lightcast, dated May 2025, quantifies the significant economic impact of North Central Michigan College (NCMC), in its four-county service region which includes Charlevoix, Cheboygan, Emmet and Otsego Counties. With an annual budget of \$19.1 million in 2024, North Central’s full-and part-time faculty and staff numbered 351, winter semester credit-seeking student enrollment reached 1715, and an additional 2673 students participated in community education courses and workforce training throughout the year.

North Central Michigan College creates value in many ways. The college plays a key role in helping students increase their employability and achieve their individual potential. The college draws students to the region, generating new dollars and opportunities for the Four-County Region. NCMC provides students with the education, training, and skills they need to have fulfilling and prosperous careers.

NCMC influences both the lives of its students and the regional economy. The college supports a variety of industries in the Four-County Region, serves regional businesses, and benefits society as a whole in Michigan from an expanded economy and improved quality of life. The benefits created by NCMC even extend to the state and local government through increased tax revenues and public sector savings.

In FY 2023-24, NCMC added \$78.9 million in income to the Four-County Region economy, a value approximately equal to 1.2% of the region’s total gross regional product (GRP). Expressed in terms of jobs, NCMC’s impact supported 1,030 jobs. For perspective, the activities of NCMC and its students support one out of every 66 jobs in the Four-County

Region. This contribution alone is almost equal in size to the total output of the region's entire Arts, Entertainment, and Recreation industry.

The students' benefit-cost ratio is 4.5. In other words, for every dollar students invest in NCMC, in the form of out-of-pocket expenses and forgone time and money, they will receive a cumulative value of \$4.50 in higher future earnings. The average associate degree graduate from NCMC will see an increase in earnings of \$8,400 each year compared to a person with a high school diploma or equivalent working in Michigan.

Students see a high rate of return for their investment in NCMC. Annually, the students' investment in NCMC has an average annual internal rate of return of 15.6%, which is impressive compared to the U.S. stock market's 30-year average rate of return of 10.1%.

NCMC generates more in tax revenue than it receives. For every dollar of public money invested in NCMC in FY 2023-24, taxpayers will receive a cumulative value of \$1.50 over the course of the students' working lives. The average annual internal rate of return for taxpayers is 2.9%, which compares favorably to other long-term investments in the public and private sectors.

Society as a whole in Michigan benefits from the presence of NCMC. Primarily, society benefits from an increased economic base in the state. This is attributed to higher student earnings and increased business output, which raise economic prosperity in Michigan. Altogether, the social benefits of NCMC equal a present value of \$219.3 million. These benefits include \$137.0 million in added income through students' increased lifetime earnings and increased business output, as well as \$5.7 million in social savings related to health, crime, and income assistance in Michigan. In other words, for every dollar invested in NCMC, people in Michigan will receive a cumulative value of \$7.20 in benefits.

III. Staffing and Enrollment

a. Current Enrollment and Program Access

Enrollment for the Fall 2025 semester is 1,545 students enrolled for 14,185 credit hours, for an average load of 9.2 credit hours/student. North Central has seen a considerable change in enrollment over the past 15 years, with some early growth, but a decline since 2010. As represented in Chart 2 below, annual enrollment peaked at approximately 56,500 credit hours in 2009-10 and has declined to the range of 25,000 - 35,000 credit hours in the past few years.

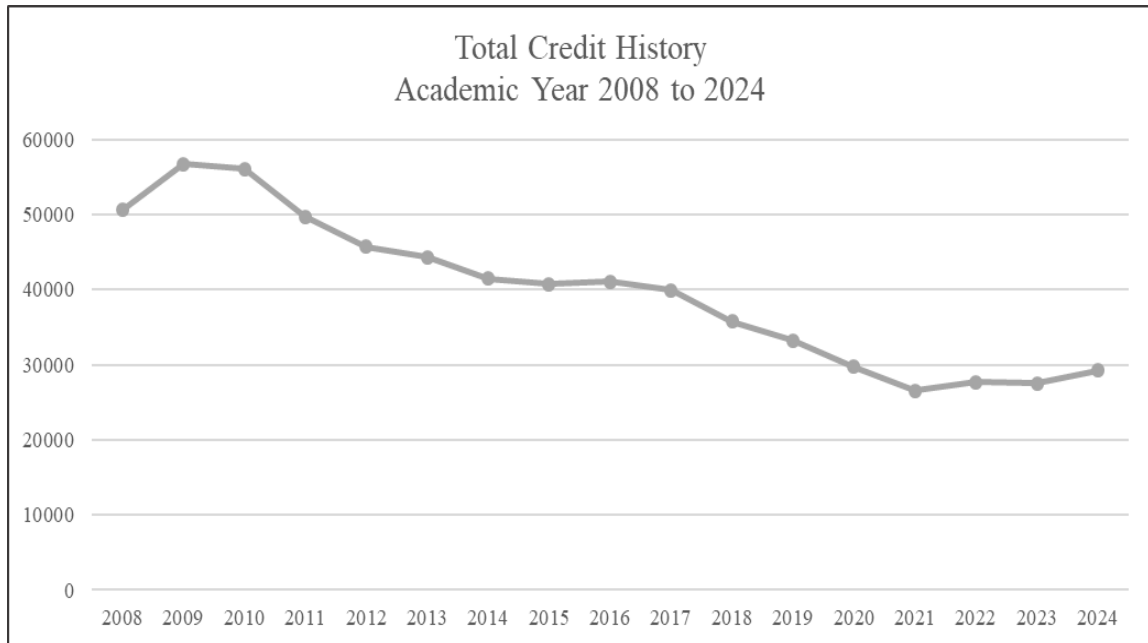


Chart 2: Credit enrollment history

The programs into which students enroll have also shifted over the past five years. Dual-enrolled students have become a substantial portion of our overall enrollment, as shown earlier in Chart 1. To demonstrate the impact of dual-enrolled students, two graphs are provided below showing the distribution of programs of enrollment for ALL students and then for NON-DUAL students.

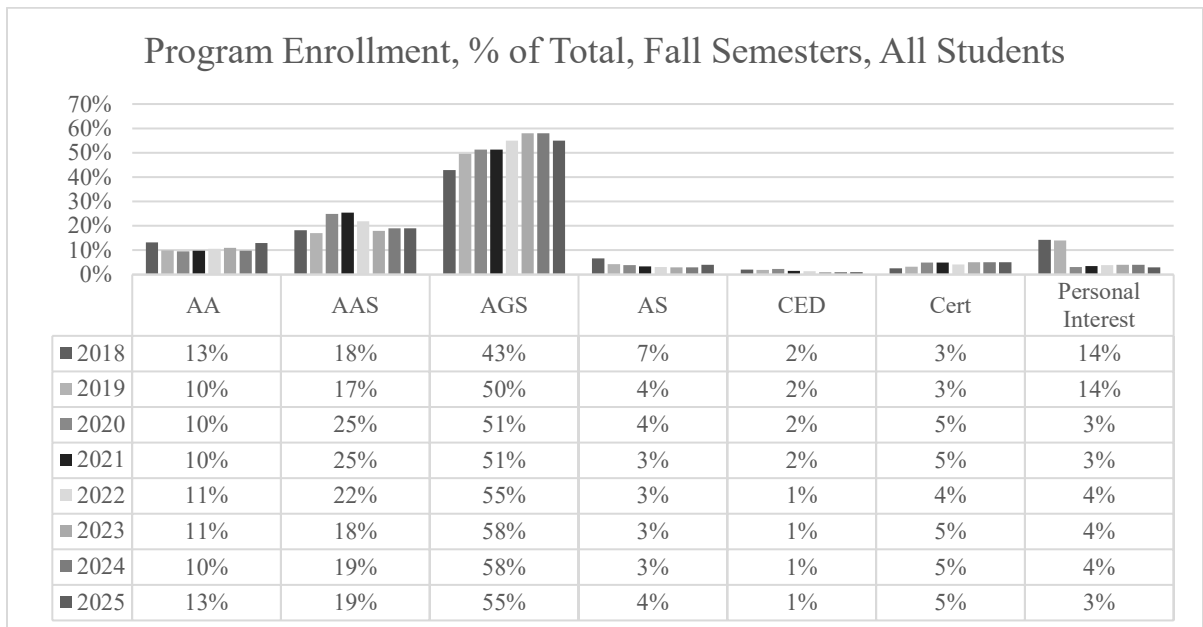


Chart 3: Fall program enrollments, ALL students

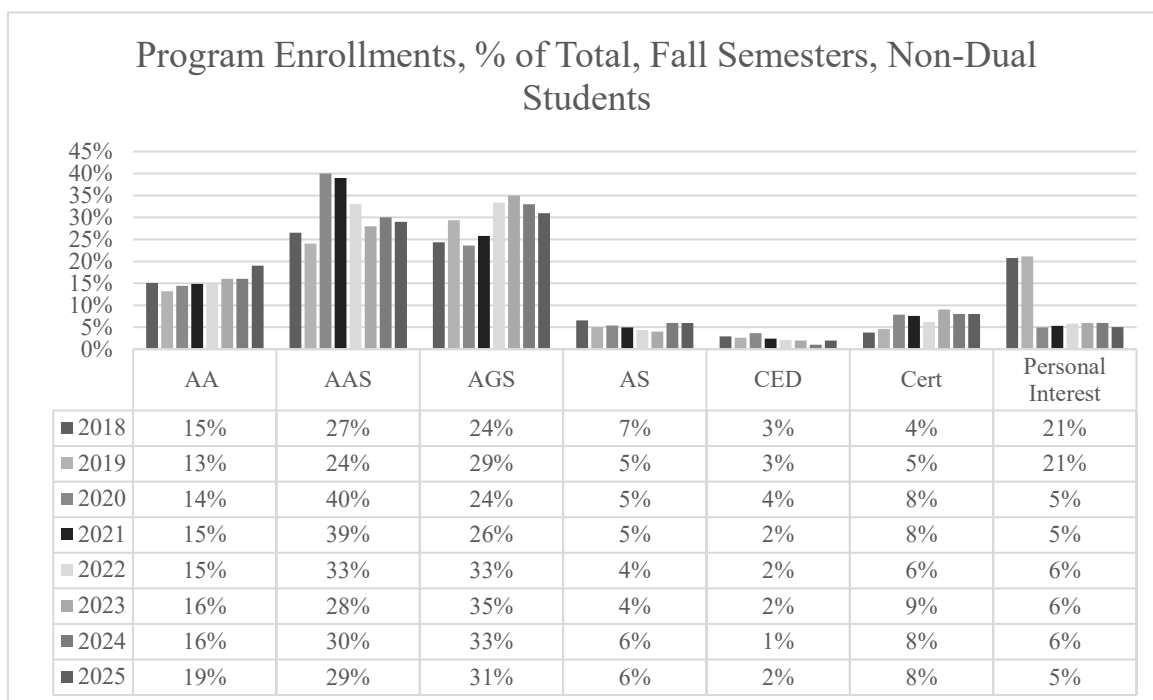


Chart 4: Fall program enrollments, NON-DUAL students

As can be seen by comparing the Associate of General Studies (AGS) values between the two graphs (Chart 3 and Chart4), the majority of dual-enrolled students enroll in the AGS program (see also Table 3 below).

Beginning in the Fall 2020 semester, North Central reclassified the group of students who previously enrolled in only our Physical Education fitness classes. Those students are now counted in our community education division; thus, they do not appear in the above graphs. This explains the sudden drop in the “Personal Interest” students for the past six years.

While overall percentages of program enrollments are shown in the graphs above, the following table details the enrollments in specific programs for Fall 2025. Note that several programs listed indicate total and dual enrollments. This highlights that nearly all dual-enrolled students enroll in the AGS program.

The college offers the following academic programs. Totals are for non-dual-enrolled students, unless otherwise indicated.

Major	Description	CIP	Type	Count	% of Total
46	Personal Interest	240102	N	50	3%
105	Accounting Assistant	520302	CER	3	<1%
106	CNC Machinist Technology	480510	CDE	2	<1%
111	New Media	100304	CDE	1	<1%
113	Graphic Arts	110803	CDE	3	<1%
116	Computer Aided Design	151301	CER	4	<1%

121	Bookkeeping	520302	CDE	1	<1%
132	Art-Fine Craft	500702	CER	5	<1%
133	Art-Studio Art	500702	CER	3	<1%
134	Animation	100304	CER	10	1%
149	Management	520201	CER	4	<1%
150	Small Business Management	520201	CER	3	<1%
152	Basic Emergency Medical Services	510904	CDE	2	<1%
153	Pre-EMS/Paramedic	510904	CER	1	<1%
154	EMS/Paramedic Accepted	510904	CER	8	1%
162	Computer Information Systems	110301	CER	3	<1%
179	Medical Billing and Coding	510713	CDE	6	<1%
185	Pre-Practical Nursing Certificate	513901	CER	19	1%
186	Practical Nursing Certificate-Accepted	513901	CER	15	1%
188	Mechatronics	150403	CER	1	<1%
190	Medical Billing and Coding	510713	CER	2	<1%
205	Accounting	520302	AAS	13	1%
208	Digital Art and Design	100301	AAS	13	1%
220	Business Management	520201	AAS	43 (1)	3% (<1%)
225	Criminal Justice	430103	AAS	10	1%
227	Law Enforcement (w/KCC)	430107	AAS	4	<1%
243	Computer Information Systems	110301	AAS	25	2%
245	Marketing	521801	AAS	5	<1%
249	Welding	480508	AAS	4	<1%
253	Pre-EMS/Paramedic	510904	AAS	4	<1%
254	EMS/Paramedic Accepted	510904	AAS	2	<1%
256	Pre-Nursing	513801	AAS	73	5%
257	Nursing-Accepted	513801	AAS	67	4%
276	Legal Assistant	220302	AAS	2	<1%
280	Early Childhood Education	131210	AAS	26	2%
288	Mechatronics	150403	AAS	3	<1%
300	Associate of Arts	240101	AA	32	2%
301	AA-Envs & Sustainability Studies	240101	AA	4	<1%
380	AA-Early Childhood Education	240101	AA	23 (1)	2% (<1%)
381	AA-Business	240101	AA	28	2%
382	AA-Criminal Justice	240101	AA	7	<1%
383	AA-Psychology	240101	AA	33 (1)	2% (<1%)
384	AA-Arts	240101	AA	2	<1%
385	AA-Public Health	240101	AA	1	<1%
386	AA-Social Work	240101	AA	25	2%
387	AA-Communication	240101	AA	7	<1%
388	AA-Global Studies	240101	AA	4	<1%

389	AA-Teacher Education	240101	AA	23	1%
400	Associate of Science	400101	AS	19 (1)	1% (<1%)
450	AS-Biology	400101	AS	3	<1%
451	AS-Exercise Science	400101	AS	5	<1%
452	AS-Mechanical Engineering	400101	AS	7	<1%
453	AS-Engineering Technology	400101	AS	3	<1%
454	AS-Medical and Health Sciences	400101	AS	21	1%
600	Associate of General Studies	240102	AGS	319 (535)	21% (35%)
	Total Unduplicated Student per Degree Program (Figures in () represent Dual enrolled students)			1545	100%

Table 3: Fall 2025 Program Enrollment

b. Five-Year Enrollment Projections

The college strives to be responsive to the needs of our community. During times when the need is high, our enrollment has swelled. We recognize that it is helpful to project enrollment for five years, but we also know we need to be cautious. None of us would have projected the enrollment surge in 2009-2010, because that was a direct reflection of the economy. North Central wants to “right size” our enrollment while being responsive to our community’s needs. Given regional population trends and difficult economic conditions, coupled with new college initiatives, we anticipate a flat to slight increase in enrollment for the next five years.

c. Review of Previous Enrollment Patterns

**CREDIT HOUR TOTALS
Summer 2018 - Fall 2025**

Year	Summer	Fall	Winter
2018	1777	17647	16250
2019	1679	16250	16382
2020	1567	16397	14801
2021	1515	13688	11690
2022	1536	13490	12714
2023	1204	13350	12811
2024	1462	14437	13358
2025	1539	14185	

d. Instructional and Administrative Ratios for Academic Divisions

Academic Division	Nursing, Health Sciences, and Public Safety	Business & Education	Arts & Sciences	Mechanical Engineering Technology & Trades
Students	152	153	598	9
Administrative leadership	1	1	1	1
FT faculty	10	6	22	2
Adjunct faculty	18	30	60	3
Staff support	1	1	1.5	0.5

2024 – 2025 unduplicated

NOTES:

- Full-time staff/admin (non-faculty) who teach are included in the Adjunct Faculty numbers.

e. Projected Staffing Needs, Enrollment Estimates, Program Changes

For the academic year 2024 - 2025, the college employed 32 full-time faculty members and a dedicated adjunct faculty team. Program review of one-sixth of our offerings will dictate whether we continue, revise, or delete the degrees and certificates.

f. Current and Projected Average Class Size

The college offers approximately 300-350 course sections in each of the fall and winter academic terms and approximately 40 sections in the summer session. Of the fall and winter academic terms, approximately 26% are either online or hybrid (both online and face-to-face instruction) offerings.

CURRENT AVERAGE CLASS SIZE 2024 – 2025

Fall, Winter = 13 (Online/hybrid = 18)

PROJECTED AVERAGE CLASS SIZE

2025 13.0

IV. Facility Assessment

a. Summary description of each facility according to categories outlined in “net-to-gross ratio guidelines for various building types.”

See [Facilities Summary Worksheet](#).

b. Building and/or classroom utilization rates.

Period	Days/Times	Fall % Utilization	Winter % Utilization	2024-25 Utilization
Off peak	M-F, 7:00 – 10:00 AM*	20%	11%	16%

Peak	M-F, 10:00 AM – 3:00 PM	49%	38%	45%
Off peak	M-F, 3:00 – 5:00 PM*	26%	18%	22%
Evening	M-F, 5:00 – 10:00 PM	29%	21%	26%
Weekends	Sat, 9:00 AM – 5:00 PM	< 1%	< 1%	< 1%
Total Off peak	*Combined	22%	13%	18%
Overall utilization		34%	24%	29%

2024 – 2025 Petoskey Campus Classroom Utilization (excluding summer)

NOTES:

- Assumes 38 instructional classrooms on Petoskey campus.
- Fall semester consisted of 15 weeks; winter consisted of 15 weeks.
- Weekends hosted two classes in fall, three in winter. All were one-credit hour

c. Mandated facility standards for specific programs

The original Technology Building was renovated in Summer 2015 to accommodate the stationary CNC manufacturing lab and adapted in Summer 2021 to accommodate the mechatronics lab.

That Technology Building was demolished in spring 2025 to be replaced by the new Martin Jahn Technology Center – a state of the art facility that will open for Fall Semester 2026.

d. Functionality of existing structures and space allocation to program areas served.

See [Master Plan](#).

e. Replacement value of existing facilities

See [R. A. Schettler, Inc. Appraisal Summary, Updated 2024](#).

R.A. Schettler, Inc. is a certified appraisal service that is engaged annually by the college's insurance carrier to determine replacement and insurable values of college buildings and property. The appraisal summary was updated November 1, 2024

f. Utility system condition

The utility systems in several campus buildings are close to or at end of life. Buildings with HVAC components that are at end of life include: Maintenance Building, a portion of the Student Center, and the Athletic Center. Electrical distribution systems in many buildings are also at end of life and include: Heating Plant, Maintenance Building, Residence Hall and portions of the Student Center. The Health Education and Science Center (HESC), Athletic Center, Library, and portions of the Student Center buildings have relatively new electrical distribution systems. The renovation and expansion of the AD/CL (now named BLC) upgraded the HVAC and electrical systems in portions of the renovated space and added new

services to the built-out portion of the facility. A \$1.7 million upgrade to BLC was completed in Fall 2023. This HVAC Project added new improved services to the HVAC and Control Systems. The Physical Plant department conducts routine maintenance as necessary, as well as preventive maintenance to keep systems functional.

See [2025 Deferred Maintenance \(2027 - 2031\)](#)

g. Facility infrastructure condition

Most of the college facility infrastructure is in generally good condition. However, key buildings on campus need to be updated and/or renovated. Facility infrastructure in need of renovation and/or new additions includes:

- The obsolete Technology Building was demolished in early 2025 with construction for a new facility beginning in spring 2025. A current 2026 and a proposed 2027 Capital Outlay Request for the Skilled Trades Education Pathways (STEP) Center, if funded, will add a construction trades facility to complement the new Technology Building.
- The Health Education and Science Center needs additional space that includes both renovation of existing space and new construction in order to support current and new health science programs. This is planned with the Career and Technical Education Enhancement (CATEE) Complex project. Construction on Phase II of the Health Education and Science Center component of the CATEE project began in spring 2025 with completion expected in fall 2026.
- Curb, gutter, and catch basin repairs throughout campus.
- A portion of the needed roadway and parking lot paving, sealing, and striping was addressed with State of Michigan ITEMS funding in 2024. Additional work remains.
- Roofing across campus is generally in good condition. The top priority for repairs and replacement is the Residence Hall Roof. HVAC and Electrical system were addressed in the Utility System Conditions section.

The College is completing an upgrade and enhancement program for the Information Technology (IT) campus network. Additional work was done in 2021-2022 as part of the multi-year project to convert outside lighting to LED and upgrade existing poles and fixtures. This lighting project was completed in 2022-2023 with additional poles and fixtures added across campus. SCRC interior lighting was converted to LED in 2018, and 2022. Additional lighting upgrades are added each year.

See [Facilities Conditions Assessment - Mechanical & Electrical](#)

h. Adequacy of existing utilities and infrastructure systems to current and 5-year projected programmatic needs.

Current utilities and infrastructure, with completion of the Borra Learning Center (BLC) Classroom Renovation & Expanded Learning Space Capital Outlay Project, will support existing programmatic needs. The existing infrastructure that focuses on career, technical, manufacturing, and the skilled trades is inadequate to support existing and future programs. The Career and Technical Education Enhancement (CATEE) Project will provide new infrastructure that will support nursing/health sciences, engineering, technology, and the manufacturing trades. The proposed STEP Center will add much needed space for the construction trades.

In 2022, classrooms across campus were upgraded to enhance technology programming. For example, Room 123 was reconfigured, with new furnishings, lighting, and equipment. Work will continue on the one remaining classroom during 2025-2026.

i. Does the institution have an enterprise-wide energy plan? What are its goals? Have energy audits been completed on all facilities; if not, what is the plan/timetable for completing such audits?

The College does not have a formal enterprise-wide energy plan, but it does have the following energy goals for the years 2024 to 2028:

Goal 1 | The next scheduled campus-wide energy audit will be conducted in 2026. The last campus-wide energy audit was conducted by Rebuild Michigan Energy Services in April of 2016. A campus-wide lighting audit was conducted in 2017. Since then, the highest energy usage areas on campus have been converted to LED lighting. Finally, a solar panel and five charging stations were added on campus.

Goal 2 | Formalize enterprise-wide energy plan during the 2024 – 2027 period.

Goal 3 | As part of the Borra Learning Center Classroom Renovation & Expanded Learning Space Capital Outlay project, a vestibule was added to the North entrance in 2021. This will result in reduced energy costs.

Goal 4 | Continue to convert the entire campus to LED lighting.

Goal 5 | Continue to contract with natural gas provider to purchase and store natural gas during the offseason to take advantage of pricing differentials in the natural gas market.

- j. **Land owned by the institution and include a determination of whether capacity exists for future development, additional acquisitions are needed to meet future demands, or surplus land can be conveyed for a different purpose.**

Both the CATEE Project and the proposed STEP Center will occupy land currently owned by the College. No additional purchases of land will be needed for these additions to campus.

Over the past two years, the College has purchased three houses adjacent to campus. Two of the residences are being used for Employee housing.

See [Master Plan](#).

- k. **What portions of existing buildings, if any, are currently obligated to the State Building Authority and when these State Building Authority leases are set to expire.**

The Jack and Dorothy Harris Health Education and Science Center, which was 50% funded through the State's 2010 capital outlay bill, is obligated to the State Building Authority. The lease with the SBA has a term of 40 years and will expire in 2055.

The Borra Learning Center, which was 46% funded through the State's 2020 capital outlay bill, is obligated to the State Building Authority. The lease with the SBA has a term of 40 years and will expire in 2060.

V. **Implementation Plan**

- a. **Prioritize major capital projects requested from the State, including a brief project description and estimated cost in the format provided.**

The College will be submitting a 2027 Capital Outlay Request for the proposed \$7.7 million Skilled Trades Education Pathways (STEP) Center. The STEP Center is the top priority for major capital projects requested from the State. The proposed 10,000 sf center will provide much needed space (5 laboratories) for hands-on instruction in the construction trades.

- b. **If applicable, provide an estimate relative to the institution's current deferred maintenance backlog.**

See [2025 Deferred Maintenance \(2027-2031\)](#)

See [Facilities Conditions Assessment - Mechanical & Electrical](#)

- c. **Include the status on ongoing projects financed with State Building Authority resources and explain how completion coincides with the overall Five-Year Capital Outlay Plan.**

There are no ongoing projects with the SBA, since the completion of the Borra Learning Center project in 2021.

d. Identify to the extent possible, a rate of return on planned expenditures.

The return on an estimated \$22 million investment (CATEE Project) to provide new and renovated spaces that will support new and existing programs is twofold. Expanded labs, new technology, and new state-of-the-art learning spaces will attract and retain students. These new students will, in turn, take the skills learned into the workforce and inject millions into the region. This is a win-win for the College and the region.

The proposed Skilled Trades Education Pathways (STEP) Center will provide an economic return to the community and the region when skilled program participants enter the workforce with jobs paying competitive wages; purchase goods and services; and contribute to economic growth in the area. The College benefits when increased instructional spaces support enrollment increases in multiple programs generating additional revenue.

For more information, please see section II. d. (Economic Development Impact) above.

e. Where applicable, consider alternatives to new infrastructure, such as distance learning.

The CATEE Project includes a combination of renovation and new additions to existing infrastructure for hands-on laboratories and classrooms. With digital fiber quickly being laid in the ground in Northern Michigan, the College is earnestly expanding its online and hybrid course offerings where possible. Currently, approximately 35% of all course offerings are taught online.

f. Identify a maintenance schedule for major maintenance items in excess of \$1,000,000 for fiscal year 2027 through fiscal year 2031.

No new maintenance items in excess of \$1,000,000 are scheduled for the period FY 2027 through FY 2031.

g. Identify the amount of non-routine maintenance the institution has budgeted for in its current fiscal year and relevant sources of financing.

The college funds routine small dollar (<\$2,000) maintenance through its annual operating funds in the general fund. Non-routine and larger dollar maintenance is funded via the college's plant fund reserves. As of June 30, 2025, the college's plant fund had a balance of approximately \$1.3 million for these types of maintenance. Annually, the college projects expenditures of approximately 5% of this fund balance for non-routine and larger dollar (>\$2,000) maintenance and also

replenishes the plant fund from the general fund as part of the annual transfers when revenues exceed expenses in the general fund. In addition, the College is nearing completion of a multi-year project to upgrade and refresh the Residence Hall including shower upgrades, new carpeting, lighting, and paint and common area furniture.

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