

**FIVE-YEAR CAPITAL OUTLAY PLAN**  
(FY 2026 – FY 2030)



**NORTH CENTRAL MICHIGAN COLLEGE**

1515 Howard St.  
Petoskey, MI 49770

**North Central Michigan College: Five-Year Capital Outlay Plan (FY 2026 – FY 2029)**

**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	Graphic Arts
Advertising Assistant	Law Enforcement Aide
Animation	Legal Assistant
Art - Fine Craft	Management
Art - Studio Art	Manufacturing Technology
Bookkeeping	Marketing Assistant
Business of Art	Mechatronics
Business Development	Medical Billing and Coding
Computer Aided Design	Microsoft Office Specialist
Computer Information Systems	New Media
CNC Machinist Technology	Office Support Specialist
Corrections (State)	Practical Nursing
EMS/Paramedic	Receptionist
EMS/Basic	Retail Management
Fire Fighter	Small Business Management
General Office Professional	Studio Art

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 manufacturing and engineering technology curriculum. In addition, we are pursuing expansions to our existing Computer Information Systems program.

The following table shows the various locations or means by which the college offered credits in 2023 – 2024 along with the percentage of total credits represented by each location.

<b>Location/medium</b>	<b>% of total credits</b>
Petoskey	53%
Gaylord Center	2%
Cheboygan Center	1%
Online	34%
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 32% 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 phase I, the Health Education and Science Center (The Jack and Dorothy Harris Center). Phase I will be completed in Fall 2024. Phase II design development 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. In 2020, our nursing program began making additional use of VSim software that enables nursing students to practice essential nursing skills in a virtual environment. The Simulator Lab spaces are being updated and renovated and will be completed in Fall 2024.
- 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 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.

#### Workforce Development and Adult & Youth Education Programming

North Central Michigan College’s Corporate & Community Education Department (CCE) provides customized corporate training, workforce development opportunities, professional development programs, and community & continuing education.

### Workforce Development

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

Workforce Development training topics 2023 – 2024 academic year included:

<b>Training Topics</b>	<b>Enrollment</b>
Public Safety / Allied Health	426
Fast Track Career Programs	220
Manufacturing /Leadership	89
Ed2Go/Professional Development	23
<b>Total Enrollment</b>	<b>758</b>

CCE 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.

CCE works closely with area workforce development agencies like Networks Northwest and Michigan Economic Development Corporation (MEDC) to explore grant opportunities for training. CCE is currently providing training to local businesses using funding from 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

CCE launched the Lifelong Learning Club in August 2020. It has grown to over 7,000 learners. From July 1, 2023 to June 30, 2024, there were 8,129 enrollments in 322 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

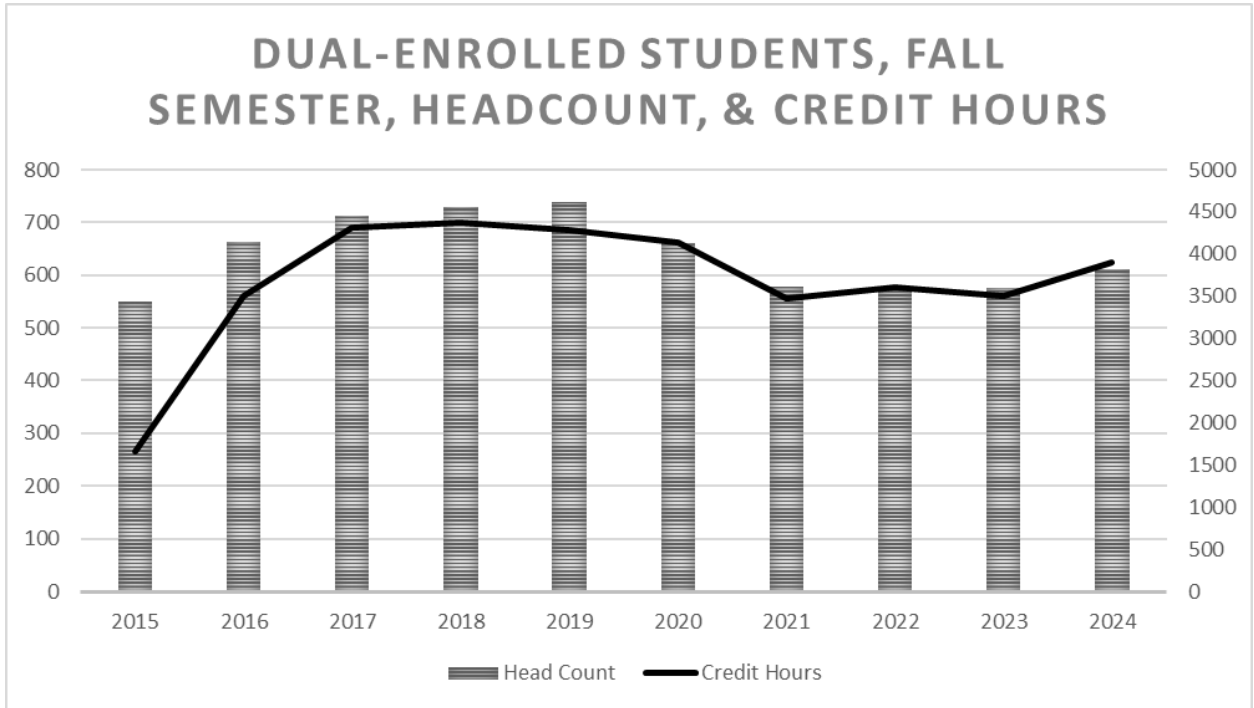
In June 2024, CCE launched a Summer Learning Academy for 3rd-8th grade students. 240 students participated in the 32 classes offered. Class topics included: Manufacturing Madness, Rock Star Writer, Karate for Kids, All About Art, Outdoor Adventures and many others.

### 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 25 students to the program in each of the last ten 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, following National Alliance of Concurrent Enrollment Partnerships (NACEP) standards, for more than 500 high school students each term. Dual credit students comprise over 37% of the college’s total fall student head count in 2023. Chart 1 below shows head count and credit hours by these students.



**Chart 1: Dual-enrollment trends**

Between the fall semesters of 2015 and 2019, dual enrollment headcount increased by 34% and credit hours taught increased by more than 150%. After a decline from 2019 to 2023, dual enrollment headcount has now increased 6% and credit hours 11% from Fall 2023 to Fall 2024.

North Central attracts a significant number of high school graduates from the region each year. In the Fall 2023 semester, approximately 18% of all area 2023 high school graduates enrolled at North Central, with 19% of graduates from Emmet County, our immediate service area, attending North Central. This is an increase of 13%.

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 a Student and Community Resource Center (SCRC) that includes fitness rooms, indoor walking track and gymnasium with regulation basketball/volleyball court and full-size pickleball courts, all of which are available to the public. In addition, North Central maintains an outside basketball and volleyball court, located south of the campus Residence Hall that is open 24 hours and available to students and community members free of charge. North Central's SCRC provides a free table tennis center in the concourse for community, staff and faculty. 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 students, faculty, staff, and community members 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. This success has led us to continue the event for the upcoming year.

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

### Intercollegiate Athletics

This past year (2023-2024) marked the second year of intercollegiate competition for North Central Athletics. North Central is part of the National Junior College Athletic Association (NJCAA) and has joined the Michigan Community College Athletic Association (MCCAA) as our athletic conference. We have five 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. Our Esports team, launched in 2021, competes in the NJCAA-E for national and league play. We have updated the existing facilities on campus to the regulations and requirements needed for collegiate athletics with the advent of Petoskey Plastics Arena.

The athletic department's mission is to provide positive opportunities for student-athletes to advance their academic, athletic, and personal achievements through intercollegiate sports. The addition of varsity athletics helps build a sense of belonging for our students, as well as open the opportunity to higher education for many students. According to

NJCAA statistics 1/3 of NJCAA student-athletes are first generation college students and they are 15-22% more likely to graduate compared to the whole student population.

The 2023-2024 academic year marks the second year of intercollegiate competition for North Central Athletics. We were successful in the five sports plus e-Sports throughout last year and continue to offer these sports for our returning athletes as well as our new recruits. We again have over 60 student-athletes competing on our teams. Our athletes are showing success both in their academic studies as well as athletic achievements through intercollegiate sports. North Central placed third in the 2023-24 MCAA Academic School of the Year Honors, out of 24 institutions.

#### Articulation Agreements and Partnerships with Four-Year Institutions

Approximately 60% of North Central Michigan students transfer to other colleges or universities within four years, with 52% 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 other institutions in Michigan. North Central maintains articulation agreements with Central Michigan University, Davenport University, Eastern Michigan University, Ferris 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 its flexibility and 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 Technology Center will focus on Manufacturing, Engineering, Technology, and the Skilled Trades.

With funding secured for CATEE, the Top Priority is the Skilled Trades Education Pathways (STEP) Center.

#### **d. Economic Development Impact**

The most recent Economic Impact Study, conducted by Emsi, dated April 2021, 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 \$16 million in 2020, North Central’s full-and part-time faculty and staff numbered 311, winter semester credit-seeking student enrollment reached 1744, and an additional 2600 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 2018-19, NCMC added \$74.2 million in income to the Four-County Region economy, a value approximately equal to 1.5% of the region’s total gross regional product (GRP). Expressed in terms of jobs, NCMC’s impact supported 1,376 jobs. For perspective, the activities of NCMC and its students support one out of every 49 jobs in the Four-County Region.

The students' benefit-cost ratio is 4.1. 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 \$4.10 in higher future earnings. The average associate degree graduate from NCMC will see an increase in earnings of \$7,900 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 17.7%, which is impressive compared to the U.S. stock market's 30-year average rate of return of 9.9%.

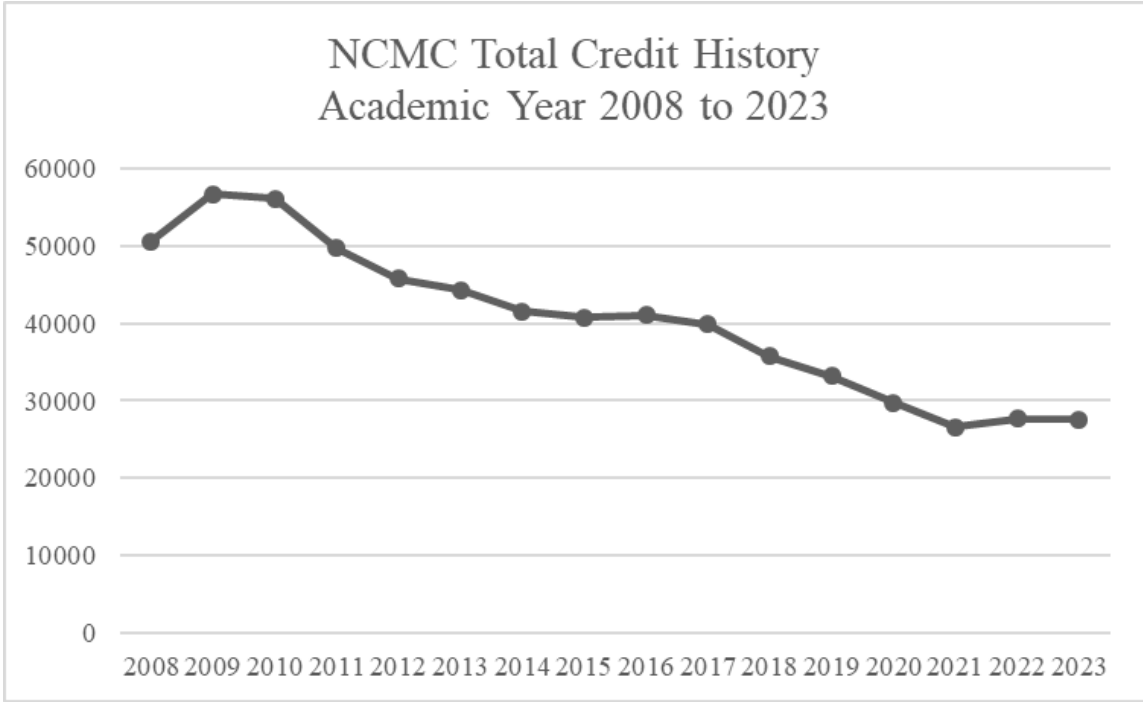
NCMC generates more in tax revenue than it receives. For every dollar of public money invested in NCMC in FY 2018-19, taxpayers will receive a cumulative value of \$1.80 over the course of the students' working lives. The average annual internal rate of return for taxpayers is 5.5%, which compares favorably 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 \$196.5 million. These benefits include \$191.8 million in added income through students' increased lifetime earnings and increased business output, as well as \$4.8 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 \$7.00 in benefits.

### **III. Staffing and Enrollment**

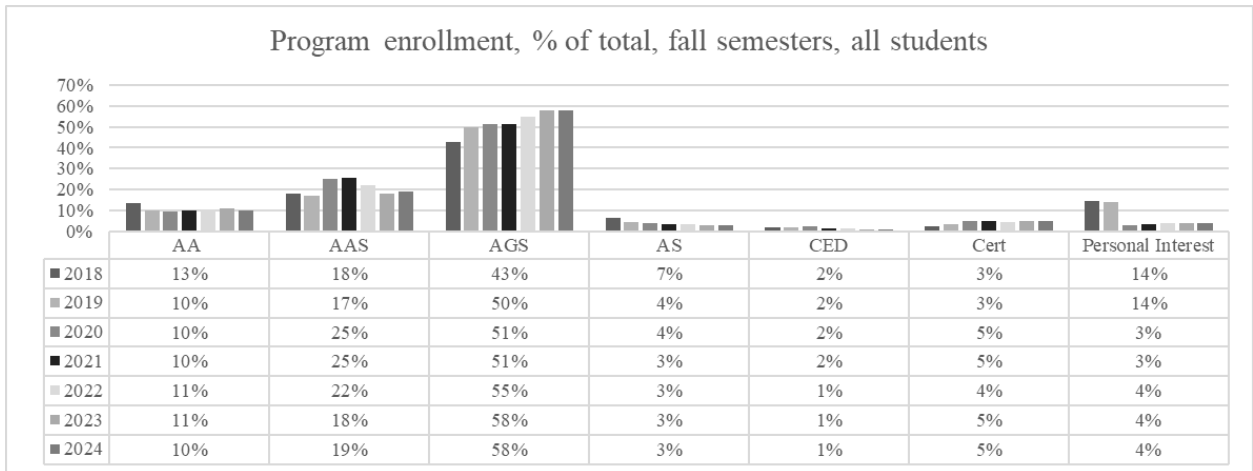
#### **a. Current Enrollment and Program Access**

Enrollment for the Fall 2024 semester is 1,629 students enrolled for 14,443 credit hours, for an average load of 8.9 credit hours/student. North Central has seen a considerable change in enrollment over the past 14 years, with some early growth, but a decline since 2010. As represented in Chart 2 below, 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.

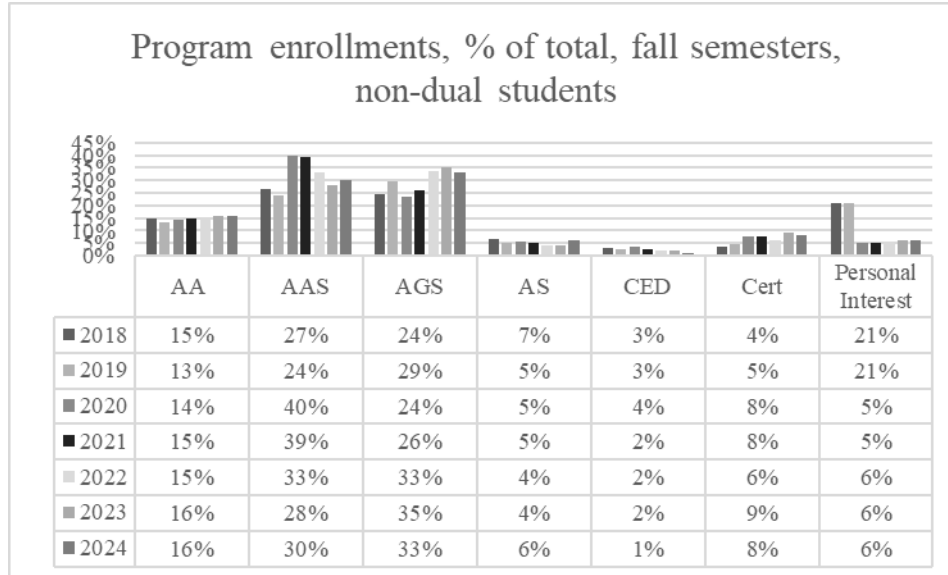


**Chart 2: Credit enrollment history**

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 & Phys Ed” students for the past five years.

While overall percentages of program enrollments are shown in the graphs above, the following table details the enrollments in specific programs for Fall 2024. Note that the 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	Personal Interest	70	4%
105	Accounting Assistant	520302	Cert	2	<1%
106	CNC Machinist Technology	480510	CED	5	<1%
111	New Media	100304	CED	4	<1%

113	Graphic Arts	110803	CED	6	<1%
116	Computer Aided Design	151301	Cert	8	<1%
121	Bookkeeping	520302	CED	1	<1%
125	Law Enforcement Aide	430103	Cert	1	<1%
132	Art-Fine Craft	500702	Cert	9	1%
133	Art-Studio Art	500702	Cert	5	<1%
134	Animation	100304	Cert	9	1%
149	Management	520201	Cert	5	<1%
150	Small Business Management	520201	Cert	6	<1%
152	Basic Emergency Medical Services	510904	CED	2	<1%
153	EMS/Paramedic	510904	Cert	3	<1%
154	EMS/Paramedic Accepted	510904	Cert	3	<1%
158	Office Support Specialist	520408	CED	2	<1%
162	Computer Information Systems	110301	Cert	2	<1%
166	Manufacturing Technology	480510	Cert	1	<1%
179	Medical Billing and Coding	510713	CED	1	<1%
185	Practical Nursing Certificate	513901	Cert	16	1%
186	Practical Nursing Certificate-Accepted	513901	Cert	10	1%
190	Medical Billing and Coding	510713	Cert	7	<1%
205	Accounting	520302	AAS	15	1%
208	Digital Art and Design	100301	AAS	11	1%
220	Business Management	520201	AAS	55	3%
225	Criminal Justice	430103	AAS	11	1%
226	Law Enforcement (w/NMC)	430107	AAS	1	<1%
227	Law Enforcement (w/KCC)	430107	AAS	1	<1%
228	Fire Science With Basic Fire Academy	430203	AAS	1	<1%
236	Geographic Information Systems	151102	AAS	1	<1%
243	Computer Information Systems	110301	AAS	22	1%
245	Marketing	521801	AAS	9	1%
249	Welding	480508	AAS	5	<1%
253	EMS/Paramedic	510904	AAS	9	1%
254	EMS/Paramedic Accepted	510904	AAS	2	<1%
256	Nursing	513801	AAS	84 (1)	5% (<1%)
257	ADN Accepted Nursing	513801	AAS	62	4%
270	Medical Office-OAS	520401	AAS	2	<1%
276	Legal Assistant	220302	AAS	2	<1%
277	Office Administrative Services	520401	AAS	1	<1%
280	Early Childhood Education	131210	AAS	21 (1)	1% (<1%)
288	Mechatronics	150403	AAS	1	<1%

300	Arts	240101	AA	35	2%
301	Envs & Sustainability Studies	240101	AA	4	<1%
380	AA-Early Childhood Education 2017	240101	AA	28	2%
381	AA-Business	240101	AA	24	1%
382	AA-Criminal Justice	240101	AA	2	<1%
383	AA-Psychology	240101	AA	28	2%
385	AA-Public Health	240101	AA	3	<1%
386	AA-Social Work	240101	AA	18	1%
387	AA-Communication	240101	AA	7	<1%
388	AA-Global Studies	240101	AA	3	<1%
389	AA-Teacher Education	240101	AA	12	1%
400	Science	400101	AS	32 (2)	2% (<1%)
450	AS-Biology	400101	AS	5	<1%
451	AS-Exercise Science	400101	AS	6	<1%
452	AS-Mechanical Engineering	400101	AS	4	<1%
453	AS-Engineering Technology	400101	AS	2	<1%
454	AS-Medical and Health Sciences	400101	AS	13	1%
600	General Studies	240102	AGS	1046 (609)	59% (34%)
	<b>Total Unduplicated Student per Degree Program</b> (Figures in ( ) represent Dual enrolled students)			1776	100%

**Table 3: 2022-2023 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 exploded. 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 2024**

<b>YEAR</b>	<b>Summer</b>	<b>Fall</b>	<b>Winter</b>
<b>2018</b>	<b>1777</b>	<b>17647</b>	<b>16250</b>
<b>2019</b>	<b>1679</b>	<b>16250</b>	<b>16382</b>
<b>2020</b>	<b>1567</b>	<b>16397</b>	<b>14801</b>

<b>2021</b>	<b>1515</b>	<b>13688</b>	<b>11690</b>
<b>2022</b>	<b>1536</b>	<b>13490</b>	<b>12714</b>
<b>2023</b>	<b>1204</b>	<b>13350</b>	<b>12811</b>
<b>2024</b>	<b>1462</b>	<b>14437</b>	

**d. Instructional and Administrative Ratios for Academic Programs**

**2023 – 2024 unduplicated**

Academic Division	Nursing, Health Sciences, and Public Safety	Business & Education	Arts & Sciences	Mechanical Engineering Technology & Trades
Students	136	152	567	13
Administrative leadership	1	1	1	1
FT faculty	8	6	18	1
Adjunct faculty	22	32	45	5
Staff support	1	1	1.5	0

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 2023 - 2024, 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 25% are either online or hybrid (both online and face-to-face instruction) offerings.

**CURRENT AVERAGE CLASS SIZE 2023 – 2024**

Fall, Winter = 11 (Online/hybrid = 17)

**PROJECTED AVERAGE CLASS SIZE**

2023 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.**

**2022 – 2023 Petoskey Campus Classroom Utilization** (excluding summer)

<b>Period</b>	<b>Days/Times</b>	<b>Fall % Utilization</b>	<b>Winter % Utilization</b>	<b>2022-23 Utilization</b>
<b>Off peak</b>	M-F, 7:00 – 10:00 AM*	10%	11%	10%
<b>Peak</b>	M-F, 10:00 AM – 3:00 PM	27%	29%	28%
<b>Off peak</b>	M-F, 3:00 – 5:00 PM*	20%	24%	22%
<b>Evening</b>	M-F, 5:00 – 10:00 PM	21%	25%	23%
<b>Weekends</b>	Sat, 9:00 AM – 5:00 PM	< 1%	< 1%	< 1%
<b>Total Off peak</b>	*Combined	16%	15%	15%
<b>Overall utilization</b>		21%	23%	22%

NOTES:

- Assumes 35 instructional classrooms on Petoskey campus.
- Fall semester consisted of 15 weeks; winter consisted of 16 weeks.
- Weekends hosted two classes in fall, three in winter. All were one-credit hour

**c. Mandated facility standards for specific programs**

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

**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 2023](#).

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, 2023.

**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 Services Building, Student Community Resource Center (SCRC), and the Technology Building. 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 Services Building. The Health Education and Science Center (HESC), SCRC, Library, and portions of the Student Services 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 [2024 Deferred Maintenance \(2026 - 2030\)](#)

**g. Facility infrastructure condition**

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

- The Technology Building infrastructure needs will be addressed through the planned new construction that will be part of the CATEE Complex project; and through the proposed 2026 Capital Outlay Request for the Skilled Trades Education Pathways (STEP) Center.
- 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.
- 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. Additional work remains.

Roofing across campus is in good condition. In the last four years, roofs have been repaired or replaced on the Library, Student Service Building, the lobby of the Residence Hall, and, in 2020, the former President's house which is now used for Early Childhood Education studies. Metal roofs on the BLC and HESC are in good condition. HVAC and Electrical system were addressed in the Utility System Conditions section. The College is in year 4 of a 5-year 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 the 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.

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, manufacturing, engineering, technology, and the skilled trades. The proposed Step Center will add much needed space for the skilled 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 a few remaining classrooms during 2024-2026.

**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. And a solar panel and a charging station were added on campus. LED lighting conversions will continue during 2023-2024.

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

**Goal 3** | As part of the ADCL 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 3 houses adjacent to campus. Two of the residences are being used for Employee housing. Plans for the most recently acquired property may include converting it for use in support of the College's childcare initiative.

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 has submitted a 2026 Capital Outlay Request for the proposed \$7.5 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 – 6 laboratories) for hands-on instruction in the skilled trades.

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

See [2024 Deferred Maintenance \(2026-2030\)](#)

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.

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

The Planning for the CATEE Complex Project will include a combination of renovation and new additions to existing infrastructure. With digital fiber quickly being laid in the ground in Northern Michigan, the College is earnestly expanding its online and hybrid course offerings. 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 2026 through fiscal year 2030.**

No new maintenance items in excess of \$1,000,000 are scheduled for the period FY 2026 through FY 2030.

- 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, 2024, the college's plant fund had a balance of approximately \$1.4 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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