



Comprehensive Five-Year Capital Outlay Plan

FY 2017

Submitted October 29, 2015

Plan Overview

The FY2017 comprehensive five-year plan reflects advancements to projects and adjustments to estimated project costs and program priorities outlined in the FY 2016 plan. Among the modifications, Muskegon Community College is requesting consideration of \$5,640,000 as part of the \$14,100,000 designated to meet its most pressing capital construction need – the construction of the MCC Health and Wellness Center.

Muskegon Community College has adequate cash reserves to meet the matching obligation for the \$8,460,000 that has been set aside for this purpose as a result of the passing of a capital millage for \$24,000,000, of which \$6,100,000 was designated for the Health and Wellness Center.

Muskegon Community College has a Facilities Master Plan and a Strategic Plan that are used to guide future funding requests.

Master Plan - <http://www.muskegoncc.edu/masterplan>

Strategic Plan – <http://www.muskegoncc.edu/institutional-research-and-grants/>

Since 1929, Muskegon Community College has been accredited by the Higher Learning Commission of the North Central Association (HLC/NCA).

Muskegon Community College looks forward to its continued and successful partnership with the State of Michigan and to meeting the needs of its students and community members.

I. Mission Statement

Muskegon Community College, an associate degree-granting institution of higher education, is a center for lifelong learning which provides persons the opportunity to attain their educational goals by offering programs that respond to individual, community and global needs. To fulfill its mission, MCC is committed to:

1. Prepare students for successful transfer to four-year colleges and universities, and enable students to pursue higher-level degree opportunities through our local partnerships with university programs.
2. Prepare students in critical thinking, communication and long-term learning skills for the changing challenges of the future.
3. Develop technical and vocational skills necessary to enter and/or advance in the technologically sophisticated workplace of the 21st century.
4. Provide for the assessment and/or improvement of learning skills and attitudes necessary for a successful educational experience.
5. Meet the unique educational, cultural, and societal needs in the community through special courses, seminars, and exhibits.
6. Respond in a rapid fashion to the ever-changing educational and training needs of local and regional business and industry.
7. Stimulate intellectual curiosity, promote humanitarian values and enhance the general educational experiences necessary for persons to function as effective citizens.
8. Create an atmosphere where diversity is acknowledged and encouraged.
9. Provide comprehensive student services that are conducive to student learning and satisfaction in all facets of the college experience and appropriate to an open door community college.

II. Instructional Programming

Muskegon Community College offers a wide array of programs to students for a well-rounded education. The academic departments are dedicated to providing students with the tools, incentives, and knowledge required to get a great start on their career path and to build critical job skills.

1. Associate in Science and Arts Degree

Students wishing to major in a program that requires you to transfer to a four-year college, such as Social Work or Computer Science, should complete this degree enabling them to transfer to bachelor degree-granting colleges and universities with advanced standing. Students graduating from Muskegon Community College with an Associate in Science and Arts Degree are generally admitted to the bachelor degree-granting institutions with junior year standing.

2. Associates in Applied Science Degree

The Associate in Applied Science Programs (Business, Allied Health, Technology) were designed in conjunction with active advisory committees so that a student may reasonably expect employment upon successful completion of his/her degree work. The Associate in Applied Science Degree may also be used as a transfer degree to a limited number of baccalaureate programs, but A.A.S. degree programs are not specifically designed to transfer to four-year colleges or universities.

3. Associate in General Studies

The Associate in General Studies Degree is designed for students choosing to pursue widely varying areas of interests. The degree is not designed for career students, nor is it designed to meet the four-year transfer college requirements of the Michigan Transfer Agreement. Flexibility is provided so that the required 62 credit hours can be met as individually appropriate. Because transferability of credits varies with colleges and universities, programs and departmental majors, students are urged to discuss their program plans with a counselor and the transfer institution.

4. Certificates

Certificates are offered in many of the same occupationally-oriented programs as the Associate in Applied Science Degrees but are not as comprehensive in nature. These certificate programs were developed with the assistance of an advisory committee, and students may reasonably expect employment upon completion of these programs.

A. Unique characteristics of MCC's academic mission include:

1. Program Outreach

MCC currently has seven extension centers throughout Muskegon, Newaygo, Oceana and Ottawa counties. The extension centers are Muskegon Area Career Technical Center, Fremont Quest High School, Newaygo County Regional Educational Service Agency (NCRESA), Newaygo Center East in the City of Newaygo, Holland Center on the Holland Campus of GVSU, Coopersville Center, Hart, and the Grand Haven Community Center. Muskegon Community College continues to offer high quality college courses in surrounding communities where there are very few post-secondary options. In addition to the traditional course format, many courses are available via Distance Education (online). Taking courses online continues to be a convenient course option for working adults, students who live far away, and many others.

MCC also spends a great deal of energy providing program outreach to our business and industry community. MCC, as requested by a local healthcare provider, Mercy Health, developed a Medical Assistant Apprenticeship program. A new certificate program by the same name was developed for this, along with a Healthcare Support Assistant Certificate. Also, in the last year MCC purchased the old YMCA in downtown Muskegon in an effort to keep this health resource available to the community.

2. Continuing Education

Continuing Education (CE) provides lifelong learning opportunities to enrich and extend the student's knowledge and experiences. The CE programs may be available on our campus, extension centers or completely online. State Continuing Education Clock Hours (SCECHs) may be offered for professions that require regular upgrading for certification. Special seminars to meet the training needs of specific organizations can be arranged. Information about courses, workshops, seminars, and special events is posted on the MCC website and shared in college and community publications.

B. Unique characteristics of MCC's academic mission include:

1. Lakeshore Business and Industrial Service Center

The Center provides customized instruction in virtually every area for local business and industry through workshops, seminars, college classes and consulting services. Training may be held on campus or at the workplace, depending on the particular needs of the company. Instructors and trainers are selected from the College faculty, area working professionals and specialty consultants. Training may be for either college credit or on a non-

credit basis. Staff members from the Business and Industrial Service Center are available to help design specialized courses and provide resources and materials for business needs. Staff will follow through on training to ensure the training hit the mark and to deliver follow-up training if necessary. As a result of demand in the workforce, employers are having to develop their own skilled workers. LBISC training allows for customized training that can focus on that businesses' specific needs and desired outputs. Training topics can be flexible to address the needs of entry level, skilled trades specific, or advanced topics for engineers and management.

2. Articulated Agreements

The purpose of articulated credit is to provide a mechanism which will enable advanced technology, business, and health science credit to transfer to Muskegon Community College, thereby granting equivalent college credits to students for identified task competencies achieved in secondary programs. "Articulation" means the process by which Advanced Technical Credit will be approved and accepted from one educational institution to another.

Muskegon Community College has signed Articulated Agreements with the following higher education partners: Western Michigan University, Grand Valley State University, Ferris State University, Northwestern Michigan College, Aquinas College, and Cornerstone University. These agreements continue to give our students the ability to seamlessly transfer to four-year programs.

Grand Valley State University offers one four-year degree on our campus, and we are working closely with Western Michigan University to develop similar programs in advanced manufacturing and engineering.

3. Direct Credit

Direct credit opportunities are available for many courses at local career tech. centers. The College has a good working relationship with staff at local tech. centers who assist in making college courses available to high school students on a 'for credit' basis. Career Tech Centers that offer MCC direct credit include Muskegon, Newaygo, Ottawa and Allegan. Direct credit opportunities are also available for students at several local high schools.

4. Workforce Development

MCC is involved in collaborative efforts with community colleges, colleges/universities and MI Works agencies. We have several initiatives that expand into several counties; impacting local workforce development, including participation on the new Region 4a Workforce Development board. Dr. Nesbary, MCC's president sits on the board of Talent 2025, the regional talent advisory think tank. MCC has participated in the creation of the Hot Jobs report, published up to this point by the Muskegon/Oceana Michigan Works! affiliate. In addition, with cooperation of our local MI

Works! and area employers MCC has hosted a yearly event called Hot Jobs Connect that informs the public about how to achieve the training that would set one up for a career in a Hot Job.

5. Early College

Muskegon Community College is the higher education provider for four local early colleges. The early colleges in Muskegon, Newaygo, North Ottawa, and South Ottawa have served over 500 students since 2012. For fall 2015 there were 184 new students entering the program for all four early colleges. Each of these early college programs is fulfilling an important community need by providing college credits and associates degrees to area high school students.

6. Community Activities

The college facilities are also widely used by community members, business and industry groups, and the local pre-K through 12th grade schools for special programs or events. These events are tracked by the campus Conference and Catering Services staff. Thousands of community members visit the college annually.

a. The Hendrik Meijer Library/Information Technology Center, according to its mission statement, “extends its services to the community and serves as a catalyst in the lifelong learning goals of the citizens of Muskegon County and the greater West Michigan area.” Since its opening in January 2006, the library has issued thousands of guest library cards to area patrons, public school students, as well as students of the university extension centers at the college.

b. The Kasey Hartz Natural Area not only provides a nature trail for simple enjoyment, but people can learn firsthand the interrelationships between the physical and biological aspects of the environment in which they live. It is visited yearly by numerous community groups for scheduled guided tours, as well as families and individuals for an enjoyable nature walk. Part of the area is wheelchair accessible, and handicapped parking is available. Over the past few years the nature trail has hosted visits from nearly 120 different groups.

c. The University Park Golf Course is a public golf course owned by Muskegon Community College and used by physical education classes, cross country teams, and the MCC golf team. It has its own driving range, putting green, golf pro, and golf shop. The public course is used by the community for golf leagues and tournaments, as well as for scheduled fundraising events.

d. The Carr-Fles Planetarium was recently remodeled and updated. It features free public showings two evenings each week and also offers eleven different special showings for organized groups and schools. The showings average twenty-six persons with a total count of over 4,000 attendees for each of the past three years.

e. The Muskegon Community College Observatory is located off campus and, while it was created mainly to complement the College's astronomy program, it also serves as a resource for area recreational stargazers.

f. Entrepreneurship programs are an exciting and growing area for the college. This program has drawn in elementary students, community members, high school, and college students. Recently, the college was given a building in downtown Muskegon. The new building is called the Rooks Sarnicola Center for Entrepreneurial Studies, and an additional donation was also provided for a \$10,000 annual scholarship that will go to the graduate with the best new business idea from the college entrepreneurship program. The new center will also include a Makers Space with facilities and resources for aspiring entrepreneurs.

g. Arts and Humanities events happen throughout the year at a variety of community locations. The college art gallery is open to the public and is a busy place with constantly changing exhibits and special events. College musical groups have regular concerts that are open and free for community members. In addition, there are four yearly theater productions, two dance concerts, a dance company, a lecture series, a Radio station, and the student run college newspaper. College instructors are very active throughout the community giving lectures, organizing special events, providing expertise, and partnering with other community organizations to promote the arts in the community.

h. College Access Events include such things as Application Days held in the high schools and Decision Days held in the high schools. College Visit Days allow perspective students to see the college in motion while learning about the opportunities. College Night allows high school students an opportunity to gather information from other Colleges and Universities. We also hold three Financial Aid events informing parents about ways to fund their child's education.

i. Lakeshore Fitness Center houses many physical education courses and related programming. The center is open to community members on a membership basis.

j. The New Downtown Center will house, starting in 2017, several applied technology programs including Electronics, Welding, Machining, and CAD. These programs will be set up in the remodeled Muskegon Chronicle building, which will contribute to urban renewal, environmental stewardship, and providing technical training and community programs for residents of the city's downtown areas.

C. New programming identified by the College and community as desired and currently being implemented includes:

1. Medical Assistant

The college recently developed a one-year certificate program for Medical Assistants. The creation of this program was in response to urgent needs from local hospitals and health care providers. The program is on track and will begin in the winter semester of 2016.

2. Health Care Support Assistant

This new one-year certificate program prepares graduates to work directly with patients in a variety of health care settings. Students in this program have the option of taking the CNA exam to become certified.

3. Auto Body Repair

Muskegon Community College has developed an Auto Body Repair program to train students in this growing field where students can learn useful skills and earn a high wage.

4. Engineering

MCC is currently exploring options for a 3+1 agreement with Western Michigan University for the new Associate's Degree in Engineering. Once this agreement is completed, similar partnerships will be looked at with other four-year universities.

5. Distance Education

Muskegon Community College recently received approval from the Higher Learning Commission to offer to offer 100% of its programs online. The first online program is Early Childhood Education. This program has met a community and regional need by providing low-cost training to professionals in the field of Early Childhood Education. Program participants are from all around the state of Michigan. Many local programs have discontinued in recent years. Students appreciate the flexibility and other benefits provided by online courses and programs. The college participates with the new MCO (Michigan Colleges Online) system, sponsored by the MCCA. With this system, students who are not residing in a community college district, can still take an online course at any participating Michigan community college.

6. Pattern Makers Certificate

This new one-year certificate program was developed with input from local industry partner Anderson Global. The program is designed to train students for entry-level pattern making with the goal of finding immediate employment for the graduates in a high-wage and local industry.

7. Manufacturing Automation Certificate

This new one-year certificate program was developed with input from local industry partner Alcoa. The program is designed to education and train students for entry-level automation and technical positions related to industry and technology.

D. Economic Development Impact of current/future programs

Muskegon Community College will continue to have a major impact on the economic environment in West Michigan. The new Health and Wellness Center will have an economic impact in direct and indirect ways. Directly, the renovation and construction of the Center will create short term construction jobs. Indirectly, the center will increase health outcomes for the Muskegon community saving money on rising healthcare expenditures. A healthy workforce benefits local employers. Space will be available for health related training and community health classes.

III. Staffing and Enrollment

- A.** Approximately 33% of Muskegon Community College students enrolled during the fall 2014 term attended full-time (12 or more credits).

- B.** The fall 2014 enrollment was 4,482 total students. There were 2,889 in-district students and 1,572 out-of-district students. High school seniors numbered 862, which was an 8% increase over high school seniors from last year. Program enrollment is expected to rise slightly in the next five years. The College is currently working to develop a number of high-quality Distance Education programs. These programs will enable more working adults to earn a college degree in a flexible manner.

Enrollment by Selected Program, Fall 2014

Academic Program (Duplicated Head Count)	
Accounting/Office Management	4
Associate in Sciences and Arts –General Studies	1902
Broadcasting & Multimedia and Performance Tech	37
Computer Programming/Applications	43
Computer Aided Draft-Design	69
Computer Networking Technology	39
Criminal Justice	165
Early Childhood Education	123
Electronics Technology	54
Graphic Design	65
Industrial/Manufacturing Technology	41
Management/Marketing	136
Medical Office Programs	79
Nursing	492
Healthcare Science	351
Business/Office Systems Education	76
Respiratory Therapy	114
Automotive Technology	67
Machining Technology	65
Welding Technology	45
Guest students (Consortium, College and High school)	415

C. Enrollment is projected to remain steady through 2020.

Fall 2015	Fall 2016	Fall 2018	Fall 2019	Fall 2020
4482	4490	4503	4522	4551

D. Enrollment patterns have remained steady over the last five years.

Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
5156	5067	4879	4640	4482

E. Gender as Percentage of Enrollment (IPEDS)

Gender	Fall 2010		Fall 2011		Fall 2012		Fall 2013		Fall 2014
Total Men	2418	46%	2304	45%	2260	45%	2186	45%	2033 44%
Total Women	2893	54%	2852	55%	2807	55%	2693	55%	2607 56%
<i>Total Enrollment</i>	<i>5311</i>		<i>5156</i>		<i>5067</i>		<i>4879</i>		<i>4640</i>

F. Race/Ethnicity as Percentage of Enrollment (IPEDS)

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Black	9.24%	9.43%	9.91%	9.24%	8.43%
American Indian or Alaska Native	1.28%	1.40%	2.01%	1.35%	1.19%
Asian American/Native Hawaiian/Other Pacific Islander	0.83%	0.93%	.95%	.68%	.84%
Hispanic	4.22%	4.56%	4.82%	3.53%	2.69%
White non-Hispanic	66.41%	69.47%	71.62%	75.43%	76.53%
*Race/ethnicity unknown	16.16%	12.35%	9.83%	6.58%	6.81%
Two or more races	1.86%	1.86%	0.89%	3.20%	3.51%

*Beginning in 2009, federal regulations required a change in race/ethnicity collection. The new, two-part application question, as well as the conversion of previous students to new racial/ethnic categories, has resulted in more students of unknown race/ethnicity

G. In the fall of 2015, there were 92 full-time, and 225 adjunct instructors teaching for the college.

- H. Future staffing needs are projected to remain constant over the next five years. Currently new staff and faculty are hired to fill vacancies or to begin a new program. New staff were recently hired for Humanities, Respiratory Therapy, and Graphic Arts.
- I. The average class size for the 2013-2014 academic year was 14 students / class.

IV. Facility Assessment

A professionally developed comprehensive facilities assessment was performed by Tower Pinkster and completed in August of 2010 as part of the 2010 Facilities Master Plan. The entire 2010 Facilities Master plan is appended to this Comprehensive 5-Year Capital Outlay Plan. The 2010 plan has been extended until approximately 2017 when construction based on the successful November 2013 millage projects are complete.

- A. A summary description of each facility (administrative, classroom, biology, hospital, etc.) can be found in Section 5 of the 2010 Facilities Master Plan.
- B. Building and classroom utilization rates can be found in 4.C. of the 2010 Facilities Master Plan.
- C. Mandated facility requirements for programs that require them would be met, in particular for the Health Center.
- D. Section 5 of the 2010 Facilities Master Plan describes the functionality of existing structures and space allocation to program areas served.
- E. The Replacement value of existing facilities based on the insured value of structure

Building/Structure	Year Occupied	Gross Square Feet	Replacement Value
Main Building	1967	231,055	\$40,059,817
Technical Building	2005	41,957	396,211
Health & Wellness Center	1968	17,500	2,902,029
Center for Higher Education	1995	112,000	17,694,732
Fine Arts	1975	6,954	1,459,997
Maintenance	1972	13,116	1,278,466
Golf Course Pro Shop	1972	719	264,226
Golf Course Maintenance	1972	2,400	105,071

Golf Course Pump House	1998	1,250	53,768
Grounds Equipment Garage	1975	484	7,785
Library	2006	40,688	7,042,019
Life Science Center	2015	17,680	6,188,000
Lakeshore Fitness Center	2016	60,000	6,743,500*
Downtown Center	TBD	72,700	21,469,000
Rooks Sarnicola Entrepreneurial Center	TBD	24,000	5,900,000*
		642,503	\$111,564,621

* estimated by insurer pending final yearly assessment

- F. Utility system condition (i.e., heating, ventilation, and air conditioning (HVAC), water and sewage, electrical, etc.) of existing facilities can be found in Section 5 of the 2010 Facilities Master Plan.
- G. Facility infrastructure condition (i.e. roads, bridges, parking structures, lots, etc.) can be found in Section 5 of the 2010 Facilities Master Plan.
- H. The adequacy of existing utilities and infrastructure systems to current and 5-year projected programmatic needs is described in Section 5 of the 2010 Facilities Master Plan.
- I. The institution has an enterprise-wide energy plan that was developed by Siemens in 2009 and is currently being implemented. Included in this plan were audits on all existing facilities. The goals of the plan include a cost savings to the institution of \$1,460,415 through 2025.
- J. The 2010 Facility Master Plan Section 6 describes land owned by Muskegon Community College and determinations on which capital projects could be carried out on land currently owned by the institution.
- K. On December 1, 2009 MCC entered a lease with the State of Michigan and The State Building Authority for Phase II of the Student One Stop Center. This lease continues for a period not to exceed 35 years from the date of the agreement. In 2015 MCC entered a lease with the State of Michigan and State of Michigan Building Authority for the new Life Science Center.

Muskegon Community College Facilities Master Plan
<http://www.muskegoncc.edu/masterplan>

V. Implementation Plan

A. Health and Wellness Center –“Health and Wellness” was recently chosen by the MCC Board of Trustees as a Priority Strategic Goal for 2016.

Unfortunately, Muskegon County currently ranks 69 out of 82 counties in Michigan in terms of being a healthy county. As the single most heavily used facility on campus, the Bartels-Rode Wellness Center is a major resource for students, faculty, and the community. However, the current facility is too small and outdated (build in 1968) to handle existing needs for instruction, athletics, and student activities. The new proposed Health and Wellness Center will serve community members, students with disabilities, and provide programming that promotes a healthy lifestyle. The proposed project would renovate and modernize the existing Bartels-Rode Wellness Center of 17,500 sq. ft. and add approximately 60,000 sq. ft. of new space. The proposed expansion will allow for the creation of an up-to-date learning environment with a community focus on wellness and healthy living. Muskegon Community College has been collaborating with Mercy Health and Grand Valley State University to add a new nurse managed primary care center as part of the new Health and Wellness Center. A recent needs assessment for primary care in the 49442 zip code showed a huge need for primary care in this area. In addition, this primary care facility will also serve as a health/medical facility for MCC student’s use. The new proposed center would help meet the need of a shortage of nurse practitioners in this community and allow more Muskegon County residents to have access to primary care. The expanded area would include a health simulation lab, which would provide much needed simulation space for students in Nursing, Respiratory Therapy, and Medical Assistant programs. These facilities will also support the Medical Coding and Billing program, along with Criminal Justice programs. In addition, the proposed Health and Wellness Center would include a new collaborative learning space, three classrooms for instruction, offices, bathrooms, and appropriate mechanical, electrical, and custodial space. The proposed facility will create the best teaching and learning environment for our students.

Estimated project cost – \$14,100,000

B. Arts and Humanities Renovation: Visual Arts, Music, Dance, and Theater are currently housed in outdated facilities. Music, Dance, and Theater facilities in the MCC Frauenthal Center are in facilities that have had few updates since the late 1960s. Visual Arts is housed in a temporary

pole barn that was built in 1978. None of the facilities are accessible for students with a disability. The proposed project is to move Music and Visual Arts into an existing building on campus that soon will be vacated by Applied Technology. This new area will have new studio space, classroom space, office space, rehearsal space, and a flexible performance space. Additionally in the MCC Frauenthal Center there will be renovation of departmental offices, the art gallery, The Overbrook Theater, lobby, the dance studio, and classroom space. These renovations will allow for improved classroom and office space for Philosophy and Humanities. These offices are currently spread out and separated from the rest of the department. A new media center will also be incorporated and include the TV studio, Film studies, Radio, and the College Newspaper. The renovations include over 85,000 sq. ft. of existing space. The Arts and Humanities Department have been a central part of life on MCC's campus since its founding, and outdated facilities and growing numbers have caused great need for these renovations.

Estimated Project Cost: \$11,000,000

C. Rooks Sarnicola Institute for Entrepreneurial Studies

The proposed project involves the renovation of the former Masonic Temple in downtown Muskegon into the Rooks Sarnicola Institute for Entrepreneurial Studies. The building was donated to the college by local developer John Rooks in May of 2015; in addition, a yearly scholarship for developing entrepreneurs was set up and will be funded by Nick Sarnicola. The building will include classroom space, student study areas, and an experimental lab for students in the entrepreneurship program called a Makers Space. Community members will also have access to the Makers Space through a membership program. In addition, the facility will house a black box theater that will be used for special performances and events for students and community members. A satellite Barnes and Noble bookstore will also be located in the building to serve the needs of downtown students and area residents.

Estimated project cost – \$5,800,000

D. Other Projects

1. The institution's current deferred maintenance backlog is estimated to consist of 62 projects totaling over \$4,940,000. This backlog is not expected to have an immediate programmatic impact and is expected to be dealt with over the next five years.

2. The Siemens plan, implemented in 2013, will provide energy and maintenance related savings of 1.5 million over the 10 year plan cycle.
3. MCC is still actively pursuing an increase in the extension centers administered by the institution. In these centers, leases are being implemented as an alternative to new infrastructure.

FISCAL YEAR 2017
CAPITAL OUTLAY PROJECT REQUEST

<i>Institution Name:</i>	<u>Muskegon Community College</u>	
<i>Project Title:</i>	<u>MCC Health and Wellness Center</u>	
<i>Project Focus:</i>	<u>Academic</u>	
<i>Type of Project:</i>	<u>Renovation and New Construction</u>	
<i>Program Focus of Occupants:</i>	<u>Health, Wellness faculty and students</u>	
<i>Approximate Square Footage:</i>	<u>77,500</u>	
<i>Total Estimated Cost:</i>	<u>\$14,100,000</u>	
<i>Estimated Start/Completion Dates:</i>	<u>May 2016 – April 2017</u>	
<i>Is the Five-Year Plan posted on the institution's public internet site?</i>		<u>Yes</u>
<i>Is the requested project the top priority in the Five-Year Capital Outlay Plan?</i>		<u>Yes</u>
<i>Is the requested project focused on a single, stand-alone facility?</i>		<u>Yes</u>

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

1. Describe the project purpose.

The purpose is to renovate existing health center space and add new space to further promote healthy lifestyle opportunities to students and community members. Muskegon County recently received a low rank of 69 (out of 82) in comparing healthy Michigan counties. The proposed Health and Wellness Center will also include a new simulation lab for students in health-related training programs and a nurse managed primary care center to provide greater health access for residents of the community.

2. Describe the scope of the project.

The plan is to construct a 60,000 square foot facility and to renovate approximately 17,000 square feet of the old facility, in order to give current and future students the best health and wellness training possible.

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

The Health Center renovation and addition will meet the needs of students in several growing academic programs including the allied health program, nursing programs, recreation programs,

and criminal justice. The project will increase the capacity to enroll more students interested in these programs and modernize outdated spaces. Once completed, the project will allow students to have a high-quality learning experience in a modern facility.

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

The project will assist students, community members, and unemployed workers to be trained for high-paying careers in the health and wellness field. This includes all of our health and wellness programs. Graduates will have the current skills to remain competitive in finding stable employment. Also, having the Center open to the public will raise the awareness of health/wellness issues in the community.

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

The College has a Facilities Master Plan that is used in conjunction with the College Strategic Plan. Both of these documents highlight the need for new and updated space for the health and wellness center programs. Adding the new space will allow more students to enroll in popular and high-demand programs and will benefit the community.

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

The current health and wellness spaces were built in 1968 and are outdated and were not designed to accommodate students and community members with disabilities.

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

The plans call for energy efficient construction practices and design principles to be part of the new construction and the remodeling of existing space. These modifications will enhance the efficiency of the space and help to keep operating costs low.

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

Yes, the College currently has the matching \$8,460,000 available in cash reserves and with \$6,100,000 that was set aside when voters approved a larger capital millage of \$24 million in 2013. In addition, the College has the ability to issue bonds if needed.

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

Yes, the College is planning on funding 60% of the project.

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

The new and renovated building will cost about an additional \$160,000 per year to operate and maintain. The College plans to cover this cost through an increase in student fees and by the increased revenue that results from increased enrollment. In addition, fees will be charged to community members to use the facility. The additional revenue will pay for utilities, insurances, maintenance, security, etc.

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

No impact is expected for tuition costs.

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

If the project is not funded, the project will need to be re-evaluated and possibly scaled back meaning students may be forced to continue to use outdated facilities and equipment.

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

Renovating current space alone was considered, but the facilities are so inadequate it would not allow for increased classroom, community, simulation, and primary care space.