



Comprehensive Five-Year Capital Outlay Plan

FY 2021

Submitted October 24, 2019

Plan Overview

The FY2021 comprehensive five-year plan reflects advancements to projects and adjustments to estimated project costs and program priorities outlined in the FY 2020 plan. MCC is looking at a \$2 million project to complete additional Arts and Humanities renovations. The college is prepared to commit \$1 million, amounting to 50% of this project, and has submitted a capital outlay project request for the remaining \$1,000,000 of this project.

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 - <https://www.muskegoncc.edu/strategicinitiatives/2017-2022-strategic-plan/>

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

A new Mission Statement was adopted by the Muskegon Community College Board of Trustees on January 18, 2017:

Muskegon Community College, dedicated to equity and excellence, prepares students, builds communities, and improves lives.

II. Instructional Programming

A. Existing Academic Programs and Projected Programming Changes

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. A number of program changes are being projected in the next five years.

1. Associate in Science and Arts Degree

The Associate in Science and Arts (ASA) degree is for students preparing for transfer to a four-year college to complete a bachelor's degree. Students graduating from Muskegon Community College with the ASA are generally admitted to the bachelor degree-granting institutions with junior year standing, as this degree includes the general education requirements of the Michigan Transfer Agreement and specific classes toward a major.

2. Associate in Applied Science Degree

The Associate in Applied Science (AAS) programs (in areas of business, computer information systems, criminal justice, early childhood education, nursing, respiratory therapy, graphic design, and applied technologies) were designed in conjunction with active advisory committees so that a student may reasonably expect employment upon successful degree completion. The AAS may also be used as a transfer degree to a limited number of baccalaureate programs, although the primary intent of the degree is to prepare students for employment.

3. Associate in General Studies

The Associate in General Studies Degree is designed for students who pursue a variety of interests and take a variety of classes. The degree consists of a general education core and electives of the student's choice to meet individual goals. 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 shorter than degrees and are offered in many of the same occupationally oriented programs as the Associate in Applied Science Degrees. The certificate programs were developed with the assistance of advisory committees, and students may reasonably expect employment upon completion of these programs. Many of the certificates are stackable so students may easily build on a certificate and complete a degree.

5. Projected Programming Changes for the next five years

As part of the college's 2017-2022 Strategic Plan, MCC completed an Academic Master Plan in 2019 to guide decision-making regarding adding or sun setting programs of study. Data gathered suggests growth in areas of health care and manufacturing technologies – areas in which the college has a strong foundation. The recent opening of the college's new Health and Wellness Center will enable our health care programs (Nursing, Respiratory Therapy, and Medical Assistant) to work together in simulation labs. We anticipate adding new health care programs.

MCC is also working with the Michigan Center for Student Success, all the community colleges in Michigan, and a large number of the four-year colleges to develop statewide transfer agreements in at least twelve academic programs. This will enable our students to start at MCC and be assured that they may transfer as a junior in their chosen major.

B. Unique Characteristics of MCC's Academic Mission Include:

1. Two year degree and certificated technical/vocational training

MCC has 40 technical/vocational degree programs across our Health, Business, Education and Applied Technology departments. We have 32 certificate programs in the same departments and many are stackable, which means students could continue on and complete degrees using all the credits in the certificates. Many of these are unique to our region such

as Materials Technology, which includes Foundry (the only community college in Michigan to offer this training) and all of them have local advisory board members that keep content relevant to local employers and the local labor market.

MCC also has unique partnerships to serve the educational needs of a wide variety of students and employer needs for skilled workers. MCC has a consortium agreement with Michigan State University to offer an associate degree in agriculture. In nursing we have two consortium agreements, one with MSU and one with Grand Valley State University for bachelor's degree completion programs. And our Respiratory Therapy program has partnered with Northwestern Michigan College and Munson Medical Center to offer an Associate in Applied Science in RT to students on our main campus in Muskegon and at a satellite location in Traverse City. An agreement with GVSU has created a bachelor's degree in Allied Health Sciences with an emphasis in Respiratory Care with all respiratory care classes taken at MCC.

2. Workforce Development

The Lakeshore Business Industrial Service Center (LBISC) 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 LBISC 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 is effective 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.

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 Region 4A Workforce Development board through West Michigan Works. Dr. Nesbary, MCC's president sits on the board of Talent 2025, the regional talent advisory think tank. MCC participates in the publication of their annual Talent Demand publication. MCC has participated in the creation of the Hot Jobs report, published by West Michigan Works!. In addition, with cooperation of West 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. Each year MCC sponsors two Job Fairs at MCC which each attract over 50 employers and also has a Hire a Jayhawk website which posts employment and internship opportunities. MCC has an internship and apprenticeship coordinator that works with local companies on these opportunities.

3. Adult Education focus

MCC provides remedial education for students not ready for college level classes. MCC partners with local adult education providers such as White Lake and Orchard View to connect adult education students with college opportunities. In 2019 Orchard View Adult Education (a consortium of 5 Muskegon area school districts) opened up a center in the MCC Sturris Technology Center. MCC has developed a Jayhawk Academy which is a program for adults with developmental issues to promote independence.

4. Continuing Education

Continuing Education provides non-credit lifelong learning opportunities to enrich and extend the student's knowledge and experiences. Continuing Education 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 may also be arranged. Recently MCC began the Silver Ed Enrichment Program for adults who love learning and want to stay active. Various workshops in topics such as computer basics, financial management, and crafts will be offered. Information about courses, workshops, seminars, and special events is posted on the MCC website and shared in college and community publications.

5. Partnerships with ISDs

MCC partners with regional ISDs on a broad range of initiatives. MCC works to promote an educated workforce by improving college access, which can take different forms in each county with each county's initiatives. For example Newaygo and Muskegon counties have developed Promise Zones to provide free college to eligible high school graduates. MCC is a partner in that effort.

MCC works on many levels to provide college credit for high schools students. MCC has numerous articulation agreements with the Career Tech Centers in Muskegon, Ottawa, and Newaygo counties, among others. Direct credit opportunities are available for many courses at the career tech centers and high schools where we have articulation agreements. MCC is the higher education provider for three local early colleges. The early colleges in Muskegon, Newaygo, and Ottawa have served over 1150 students since 2012. For fall semester 2019 there were 150 new students entering the

program across all three 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) **Frauenthal Foundation Arts Center**, celebrating its 50th anniversary, hosts a variety of events at the Overbrook Theater, Overbrook Lobby, and Overbrook Gallery on an annual, four season schedule. Musical concerts, theatrical productions, dance performances, lectures, films, inter-active presentations and more fill the Theater's schedule. The college presents thirty to forty performances of music, dance and theatre a year with over four hundred total bookings a year from college and outside rehearsals and events. The Gallery presents a year round rotation of both professional and student exhibits, featuring Michigan and regional artists and is open on a daily basis. The vast majority of these presentations are open to the college community and the public; many are free and if there is a cost to the patron, student tickets are usually offered at a reduced rate. Each October, MCC participates in a regional partnership called "ahfest" which highlights the arts and humanities offerings of a number of area organizations through a series of programs.

- b) **The Arts and Humanities Department** is comprised of a variety of disciplines and is one of the college's most diverse departments reflecting a strong mix of technology and liberal education. We offer classes in theatre, music, visual arts, design, film, television, improvisation, mass media, dance, philosophy, humanities, journalism, radio, and audio production that feed our growing creative economy in West Michigan. Core competencies of creativity, imagination, and innovation mixed with problem-solving, persuasive arguing, and philosophical/cultural studies combine to offer students high-level workplace skills. The department helps students and community members build fine arts in singing, musical instrumentation, acting, technical theatre, painting, sculpture, film,

dance, journalism, and media that allow our professional track students to transfer to four-year schools or stay in West Michigan and enrich our community.

- c) **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.

- d) **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.

- e) **The John Bartley Science Museum** is free and open to the public. The museum honors the legacy of former MCC instructor Dr. John Bartley and offers visitors a new and unique hands-on facility conveniently directly across from MCC’s popular planetarium. The museum engages children and adults alike in science education that’s fun and interesting. The museum houses several MCC student-created exhibits, including a phosphorescent shadow wall, an interactive color addition light exhibit, and a ramp where one can explore potential and kinetic energy

- f) **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.

- g) **The Carr-Fles Planetarium** was remodeled in 2012 and completely 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.
- h) **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.
- i) **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. A number of years ago, the college was donated a building in downtown Muskegon. - the Rooks Sarnicola Entrepreneur Institute - and an additional cash donation provides for a \$10,000 annual scholarship for the entrepreneur student with the best new business idea. The new center includes the MCC Lakeshore Fab Lab with facilities and resources for aspiring inventors, entrepreneurs, and local businesses.
- j) **College Access Events** include Application Days and Decision Days held in the area high schools. College Visit Days allow prospective students to see the college in motion while learning about the opportunities can completing a number of MCC registration steps on the spot. College Night allows high school students an opportunity to gather information from colleges and universities. We also hold three Financial Aid events informing parents about ways to fund their child's education. The yearly MCC Expo in October exposes high school students to MCC programs and career pathways with the chance to win a two year scholarship.
- k) **Lakeshore Fitness Center** is open to community members on a membership basis, with a reduced rate for MCC students and employees. The facility includes fitness classes, a wide variety of fitness equipment, a pool, racquetball courts, and a gym.
- l) **The Sturrus Technology Center** houses several applied technology programs including Electronics, Welding, Machining, and

CAD. These programs are set up in the remodeled Muskegon Chronicle building, which is contributing to urban renewal, environmental stewardship, and technical training and community programs for residents of the city and surrounding areas.

7. Geographic Service Delivery Areas

MCC offers classes and services at several locations throughout Muskegon, Newaygo, Oceana and Ottawa counties: Newaygo County Regional Educational Service Agency (NCRESA), GVSU's Meijer Campus in Holland, Coopersville Community Center, Hart, and the recently opened MCC Ottawa Center in Grand Haven. 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 or hybrid). Taking courses online continues to be a convenient option for working adults, students who live far away, and many others.

We have also partnered with Munson Hospital and Northwestern Michigan College in Traverse City to provide a respiratory care program to students in northern Michigan.

8. Articulated Agreements

"Articulation" is the process by which classes will be approved and accepted for credit from one educational institution to another. Muskegon Community College has many articulation agreements with area high school Career Tech Centers and colleges. Articulating credit from the CTCs enables high school students to obtain college credit in advanced technology, business, and health science credit at Muskegon Community College. Students are granted equivalent college credits for skills and competencies achieved in secondary programs.

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

C. Other initiatives which may impact facility usage:

1. Medical Simulation Labs

MCC medical programs were included in the Health and Wellness Center that opened in January 2019. This Center includes a nurse-practioner

Mercy Health primary care clinic. MCC's Medical Assistant program, in cooperation with West Michigan Works! and Mercy Health, is located in the Center. Advanced simulation labs were outfitted to provide education and training space for students in our Nursing, Respiratory Therapy, and Medical Assistant programs to learn within and across disciplines. We anticipate growth in our health programs due to labor market needs. Further development of health science classrooms and labs in the vicinity of the Health and Wellness Center may be needed.

2. Food Processing Program

In a cooperative program with Michigan State University, students can earn an MCC associate degree in Agriculture and an MSU certificate in Agricultural Operations, Fruit and Vegetable Crop Management, or Landscape Management. In 2019, MCC added a Food Processing associate degree which incorporates an MSU Food Processing, Technology, and Safety certificate. This program uses a mobile food processing lab that will be hosted at MCC a number of times each semester. The mobile lab requires facility upgrades

3. Computer Networking Program

MCC updated its computer networking degree and certificate programs in 2019. The certificate and associate degree now include CISCO Network Associate Routing and Switching curriculum to prepare students to take a number of industry certification exams. The existing computer networking classroom/lab was overhauled but enrollments are strong. Improvement of facilities could help meet demand for education and training in this high growth field.

D. Economic Development Impact of Current and Future Programs

Muskegon Community College has an important economic impact through its current operations. In addition, there will be a more significant impact due to current building projects and new programming that will boost regional economic growth in the future.

The most recent EMSI economic impact study, released by MCC in December 2015, put the economic activity of MCC and related impact at \$266 million. The largest portion of MCC's impact stems from the \$237 million that MCC alumni earn due to their education provided by the college. In addition, \$26.2 million (495 jobs) can be traced to spending for MCC operations. Finally \$3.5 million (101 jobs) are due to student spending.

The study concluded MCC graduates will earn \$4.60 in future income for every \$1 they invested in their MCC education. For every dollar of state and local tax revenue that supported MCC, taxpayers receive a benefit of

\$4 in the reduced costs to society associated with college students and the added tax revenue from those students' higher earnings

III. Staffing and Enrollment

- A. MCC has many classes available online and at several satellite locations. The primary location for each program is in the table below but it is not uncommon for students to take a combination of on campus, online, and off campus classes.

Enrollment by Selected Program, Fall 2018

Academic Program (Un-Duplicated Head Count)	Total Students	Programs Accessed
Accounting/Office Management	10	Main campus
Agriculture	31	Main campus
Alternative Fuel Technology	4	Main Campus
Associate in Sciences and Arts –General Studies	1713	Main campus, satellite centers, online
Automotive Technology	38	Main campus
Broadcasting & Multimedia and Performance Tech	34	Main campus
Computer Aided Draft-Design	48	Sturuss Technology Ctr
Computer Networking Technology	51	Main campus
Computer Programming/Applications	50	Main campus
Criminal Justice	102	Main campus
Early Childhood Education	110	Main campus, online
Electronics Technology	50	Sturuss Technology Ctr
Graphic Design	65	Main campus
Healthcare Science	653	Main campus
Industrial/Manufacturing Technology	178	Sturuss Technology Ctr
Machining Technology	36	Sturuss Technology Ctr
Management/Marketing	129	Main campus
Medical Office Programs	32	Main campus
Nursing	190	Main campus, clinical locations
Respiratory Therapy	73	Main campus, clinical locations
Guest students (Consortium, College and High school)	449	Main campus, satellite centers, online

- B.** Enrollment has experienced a modest decrease over the last five years.

Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
4640	4506	4423	4311	4078

MCC's fall 2018 enrollment was 4,078 total students. There were 2,475 in-district students and 1,603 out-of-district students. New students to MCC right numbered 1,225, which was a 0.2% increase from fall 2017. Approximately 35% of the fall 2018 term students attended full-time (12 or more credits).

- C.** Enrollment will likely be relatively flat over the next five years.

Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
3995	3950	3950	3950	3950

With the current economy, low unemployment rate, and decreasing high school graduation numbers, we expect enrollment to remain steady or decrease slightly over the next few years. This is consistent with state and national trends for community colleges. Our high school dual enrollment and early college programs, Promise Zones in Newaygo and Muskegon Counties, and a concentrated effort to partner with employers for apprentices, may result in an increase but it is likely to be small. We have a mature distance education program and online and hybrid classes will continue to be an important part of our course offerings.

- D.** The instruction FTE staff/FTE student ratio is 1/18.98 and the administrative FTE staff/FTE student ratio is 1/19.10 as of fall 2018.
- E.** In the fall of 2019, there were 93 full-time faculty, including 6 counselors and 3 librarians, and 168 adjunct instructors teaching for the college.

Overall, staffing needs are projected to remain constant over the next five years. New staff and faculty are hired to fill vacancies, to begin a new program, or to add faculty to a growing program. New faculty were recently hired for Nursing and Counseling positions.

- F.** The average class size for the 2018-2019 academic year was 15.46 students /class. It is expected this class size will remain unchanged.

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 2020 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.
- 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	70,731,300
Art & Music Building	1967	41,957	11,379,245
Bartels-Rode Gymnasium	1968	19,782	5,583,300
Health & Wellness Center	2018	52,347	11,186,200
Center for Higher Education	1995	112,000	31,505,600
Physical Plant Bldg	1969	6,954	1,451,350
Automotive/Grounds	1972	13,116	2,391,600
Golf Course Pro Shop	1972	719	140,950
Golf Course Maintenance	1972	2,400	396,200
Golf Course Pump House	1998	1,250	152,100
Grounds Equipment Garage	1975	484	76,180
Library	2006	42,000	17,362,550
Life Science Center	2015	17,680	7,704,800
Kraft Alumni House	1996	1,272	241,000
Observatory	2000	484	110,800
Sturuss Technology Center	2017	104,943	41,063,000
Sturuss Technology Center storage	2017	1,700	213,220
Ottawa Center	2019	6,550	1,000,000
Lakeshore Fitness Center	2016	60,000	16,274,525
		716,693	\$218,963,920

- 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. MCC conducted a campus wide Siemens energy audit in 2011 and implemented an energy plan in 2012 that included controls and lighting energy improvements.
- 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.

In 2017, MCC received construction authorization from the State of Michigan and started construction of the Health and Wellness Center, which opened January 3, 2019 and close-out documents have been completed.

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

V. Implementation Plan

A. Prioritized major capital projects requested from the State

Arts and Humanities Renovation – This project will continue and complete the renovation of existing spaces to allow programs in the Arts & Humanities to be transformational for students and open to every member of the community. The newly renovated spaces will allow students and members of the community more and better facilities. In 2018-19, the college extensively renovated the former applied technology building, a separate facility on the main campus, transforming it into the Art and Music Building. Minor renovations were made to the 50 year-old theater space in the Frauenthal Foundation Arts Center, but much work remains to modernize the theater and make it accessible to all students. Estimated project cost – \$2,000,000

B. Deferred Maintenance

The institution's current deferred maintenance backlog is estimated to consist of 270 projects totaling over \$15,412,000. This backlog is not expected to have an immediate programmatic impact and is expected to be dealt with over the next five years. Estimated Project Cost: \$15,412,000.

C. Status of ongoing projects financed by State building authority and how completion coincides with the overall five year Capital Outlay Plan

As described above the Health and Wellness Center was financed by the State building authority and was opened for classes in January, 2019.

D. Identify to extent possible, a rate of return on planned expenditures, express as operational savings

The Health and Wellness Center is a partnership with Mercy Health which will provide income for operational savings. It is not anticipated that there would be a return on the deferred maintenance items.

E. Where applicable, consider alternatives to new infrastructure such as distance education.

MCC has a very active distance education program which promotes online and hybrid classes. The growth and development of such programs is considered when building new facilities and infrastructure.

F. Identify a maintenance schedule for major maintenance items in excess of 1,000,000 for fiscal year 2020 through 2024.

There are no items at this cost scheduled or contemplated for this time frame.

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

The institution has budgeted \$310,900 for non-routine maintenance for the

current fiscal year with the general operating fund being the source of these funds.