



# **Montcalm Community College**

October 2025

**Five-Year Capital Outlay Plan**

**2027 – 2031**

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# **I. Mission Statement**

## **OUR MISSION**

Creating Opportunity Through Education.

## **OUR VISION**

An Educated, Employed, and Thriving Community.

## **OUR VALUES**

- You Belong Here
- We are a Gateway of Opportunity
- We Value and Grow our People
- Community is our Middle Name
- We work on the Institution, Not Just in it

## **OUR GOALS & CORE STRATEGIES**

- Elevate the Student Experience
  - Promote Student Access
  - Support Student Success
  - Advance Post-Completion Success
  - Enhance Student Life
- Reimagine and Redesign the Learning Experience
  - Deliver Flexible and accessible Learning Options
  - Enhance Academic Pathways Driving Student Success
  - Align Education with Workforce Needs
  - Increase Curriculum Innovation and Relevance
- Promote a Healthy and Positive Work Culture
  - Prioritize Personal and Team Development
  - Improve Job Satisfaction and Employee Engagement
  - Provide Healthy Work-Life Balance Options

- Enhance Facilities and Spaces to Cultivate Student Life
  - Create a Sense of Destination and Campus Identity
  - Enrich the Campus Experience
  - Maximize Sustainability through Operating Efficiencies
  
- Connect with our Community at Every Age and Stage of Life
  - Engage with our Community through Outreach Strategies
  - Welcome our Community onto Campus
  - Refresh and Grow our Online Presence

## **II. Instructional Programming**

Montcalm Community College was established on March 2, 1965, by an overwhelmingly favorable vote. The first Board of Trustees also was elected, and a one-mill annual tax levy was established. Since then, the college has grown and expanded to meet the needs of the communities it serves.

MCC offers degrees, certificates and job training programs that will help prepare students for a variety of careers, for transfer to a four-year institution, for advancement in the workforce, or that may be taken just for fun. Excellent academics, dedicated instructors, state-of-the-art technology, and small class sizes combine to give MCC students a high-quality education at an exceptional value. Formats include traditional classroom instruction, online, live-on-line, and hybrid courses. Student Success is the number one priority.

Montcalm Community College offers 29 Associate Degree Programs, multiple bachelors through Articulation, 15 Certificate Programs and 8 Job Training Programs.

### **Associate degree programs:**

- Accounting
- Agricultural Operations
- Associate of Science & Arts
- Business Entrepreneurship
- Business Management
- Business Marketing
- Criminal Justice
- Digital Arts
- Early Childhood Education
- Education Support
- Exercise Science
- HVAC
- Industrial Automation Maintenance
- Information Technology Cybersecurity
- Information Technology Infrastructure Management
- Infrastructure Management Network Administration
- Medical Office Administration
- MI Transfer: Business
- MI Transfer: Criminal Justice
- MI Transfer: Exercise Science
- MI Transfer: Psychology
- Mi Transfer: Social Work
- Office Administration
- Registered Nursing
- Skilled Trades
- Technical Design in Manufacturing
- Welding

### **Certificate Programs:**

- Apprenticeship training
- Business Management
- Criminal Justice/Corrections
- Digital Arts
- Early Childhood Development
- HVAC
- Industrial Automation Maintenance
- Information Processing Assistant
- Information Technology
- Liberal Studies
- Skilled Trades-Machinist
- Skilled Trades-Maintenance Mech.
- Skilled Trades-Tool & Die Maker
- Welding Technology

### **Job Training Programs:**

- Business management
- Child Development
- Digital Arts
- Information Technology
- Manufacturing Fundamentals
- Michigan Corrections Officer
- Office Applications
- Welding

### **Bachelor's Through Articulation:**

- Nursing Professional Track (leading to B.S.N. through articulation to Partner Institutions)

**a. Projected programming changes during the next five years.**

Montcalm Community College (MCC) reviews the West Michigan Works Hot Jobs listing and receives feedback from existing program advisory committees regarding revision changes to programs or the possibility of creating new programs as needed for our region.

Based on the information currently available, MCC will continue to emphasize Industrial programs such as HVAC, Electrical and Welding programs. The need for these programs originated with MCC's Industrial Advisory committee and was supported by the Hot Jobs List where Industrial Mechanics showed a 14.4% growth rate with median earnings of \$29.00 per hour.

Perhaps the most effective effort is the potential advancement in programs for Health and Human Services. These programs include Certified Medical Assistant, Certified Nursing Assistant, Certified Medication Technician, Respiratory Therapy, and various avenues within the Exercise Science space such as Physical Therapy Assistant, Public Health, Nutrition, and Fitness Training. Our current infrastructure is somewhat limited in these areas, but MCC is excited about moving in this direction and is revitalizing spaces related to these programs for the coming years. In addition, MCC is excited about the agreement signed with Saginaw Valley State University for the ADN-BSN concurrent enrollment agreement. This agreement establishes a cooperative relationship enhancing the educational horizons and opportunities for MCC current students and graduates to have access to an ADN to BSN Completion Program that allows students in Sidney and surrounding rural areas to obtain their Bachelor of Science in Nursing (BSN) with our primary partner, SVSU.

Information technology programming has been updated to reflect current industry needs such as aligning industry demands related to cybersecurity, infrastructure including cloud management, general operating systems, and network management. Students are encouraged to take industry recognized certification exams. These programs will lead students to careers in web and software development, database architect and computer systems analyst. We expect growth in these programs over the next five years.

Finally, most every elementary, middle, and high school cannot find enough teachers to meet the current demand, and future demand is projected to increase. MCC is helping local schools by building a bridge from high school, to MCC, and then to Davenport University's alternative teaching track. By earning credits in high school, students can save tens of thousands of dollars in tuition and return to the district they graduated from as a teacher 3.5 years after high school graduation.

**b. Unique Characteristics for Community Colleges – Two-year degree, certified technical training, workforce development, lifelong learning programming, partnerships with intermediate school districts, articulation agreements, etc.**

*Two-Year degree & technical training*

The Arts & Sciences division of Montcalm Community College offers course work in Fine Arts, Language Arts, Mathematics, Science, Social Science, and Basic Academic Skills Development. Degrees in these areas provide citizens of west central Michigan with academic preparation to excel in bachelors and master's level programs.

The Occupational/Technical Education division provides business and technology training in Accounting, Business Administration, Business Information Systems, Criminal Justice, Early Childhood Development, and Office Information Systems. Our International Business Practice Firm, one of the few in the nation, provides business students with real-life experience in business operations.

The Integrated Manufacturing Technology certificates provide PLC (Allen Bradley and Siemens) training, FANUC and Kuka robotics training, Tig and food grade welding training, blueprint reading, basic computer training, measurement training, Quality management, Internal Auditing, CNC training and several others. Our updated industrial labs and classrooms provide hands-on experience for students.

The Health Careers division, including Nursing, Medical Assistant, Certified Nursing Assistant, Medical Office Administration combine classroom learning with clinical experiences to provide graduates with the skills employers are seeking, which is the hands-on experience. Our ability to partner with businesses such as

Corewell Health, My-Michigan Health, University of Michigan-Sparrow, Pine Rest Christian Services and local school districts for clinical experiences has been crucial for our students' success.

### Workforce development activities

As areas in Michigan have experienced a worker shortage, most local employers are investigating ways to retain current employees. In some cases, this requires employees to be trained to increase the skills gap to sustain quality production as well as provide increased wages for the employees.

MCC works diligently with the area workforce institutions and has employees on boards such as the Michigan Works! Workforce Board, TalentFirst Group, Montcalm Economic Alliance, and Ionia Economic Alliance.

Montcalm Community College provides customized training, on or off-site, for all employers in central Michigan. We assist employers with identifying training needs and developing programs to meet those needs. In some cases employers are paying for their own training, but in most cases the Michigan New Jobs Training Program assists with costs. The college has worked with multiple companies to provide training opportunities.

### Lifelong learning

Montcalm Community College's Continuing Education division provides a wide array of (over 100) courses designed to offer area citizens an opportunity to obtain skills and knowledge in a non-traditional format. These courses include, but are not limited to computer training, art, local history, business skills, yoga and wellness, teacher CEUs, languages, music, and a global awareness series presented by the World Affairs Council of West Michigan. MCC also hosts international trips to the community each year. Students traveled internationally during the spring of 2025 and a second trip is planned for spring 2026.

MCC hosts the Ash Lectureship Series, which regularly brings well-known and topical speakers to campus for the benefit of both students and community members. The College is a member of West Michigan to offer international programming to the community. As part of this program, MCC hosts one of the events for West Michigan.



To promote personal wellness the activities department also offers nutritional evaluations, personal training, personal workout programs, private swim lessons, aerobic classes, strength training classes, and we also hold senior work classes as well as hold Senior Citizens Day.

### Partnerships and activities

Montcalm Community College has established partnerships with intermediate school districts covering Montcalm, Gratiot, and Isabella counties. In partnership with the Montcalm Area Intermediate School District, MCC offers an Early College program to serve Montcalm and Ionia counties. Students enter Early College in the 11th grade and can graduate with their High School diploma and associate degree in three years. Enrollment continues to increase beyond the COVID timeframe. To date, 191 Early College graduates have earned an associate degree or a certificate.

MCC provides dual enrollment opportunities to all seven Montcalm County high schools, and four high schools in Ionia County, two high schools in both Gratiot and Berrien counties, two Christian schools and one virtual academy and one aviation academy, along with others, totaling 28 participating schools serving more than 817 students each semester. That has been an increase of 197 students since last fall.

MCC offers GED testing and collaborates with the Montcalm and Ionia Literacy Councils to help prepare low skilled students for entry into MCC and, ultimately, successful completion of their educational goals. MCC's advisors are skilled at working with the returning adult population.

MCC operates a collegiate size swimming pool, fitness center, and gym, and it is open to the community. Pickle ball, yoga, and "Centurion fitness" are all available for participation in, as well as line dancing which has a large and increasing following of members. The main campus has a disc golf course that is available to the public at no charge, as well as five miles of nature trails on the main campus in Sidney. MCC also holds a yearly 5k run and one mile walk event (Ramble Bramble" on the nature trails every fall.

MCC is a member of the World Affairs Council of West Michigan to offer international programming to the community. As part of this program, MCC hosts one of the events for all of West Michigan.

MCC promotes musical interests through partnerships with the MCC Philharmonic Orchestra and MCC Alumni & Friends Choir, which are community-based groups. Both groups have fall and spring concerts for the local community.

MCC operates a campus library that is open to the public and collaborates with all the local district libraries. MCC computer labs on the Greenville campus are open to the public. Students from local schools regularly come to MCC's main campus in Sidney to see the Mastodon bones that are on display, and tour Heritage Village to learn about the history of Montcalm County. MCC is home to One Book One County Montcalm and MCC reads that engages the entire community in reading books and discussing them.

“Heritage Village” is located on the Sidney campus, offering children an opportunity to attend at least one family activity each year, either a Christmas holiday party or Halloween party. This activity provides families with an opportunity for the college to connect to the community and its younger residents.

MCC also hosts events such as monthly legislative luncheons.

### Articulation agreements

MCC has articulation agreements with the Montcalm Area Career Center, Lakewood High School, Mecosta Osceola Career Center, Saranac High School, Gratiot-Isabella Technical Education Center, Heartlands Institute of Technology (Ionia) and Greenville High School, in fields such as business, education, public safety, information technology, Industrial, health sciences, engineering technology, computer aided drafting, animal science, machine tool, welding and agriculture. MCC partners with Michigan State University to offer associate degrees in Agricultural Operations, which has articulations back into the career centers.

MCC has over 110 articulation agreements, spanning many areas and national colleges and universities. These agreements include 3+1 and 2+2 agreements with

our partners. MCC has signed reverse articulation agreements with Davenport University, Grand Valley State University, Ferris State University, Oakland University, and Western Michigan University. MCC has partnered with MSU to provide associate degrees in agriculture on MCC's main campus in Sidney. MCC and MSU jointly employ a recruiter for the Agricultural Operations program who is housed on MCC's campus.

MCC, along with the Michigan Community College Association, and other community colleges and universities, created state-wide articulation agreements in Business, Psychology, Criminal Justice, Social Work, Exercise Science.

**c. Identify other initiatives which may impact facilities usage.**

Montcalm Community College was approved for athletics by the NJCAA as of September 2022. This re-genesis has bolstered facility usage and community participation on campus. This year MCC has 82 student athletes enrolled, with a strategic goal to expand this number to 100 athletes over the next two years. The prior year there were 69 student athletes.

The College is currently building an 84-bed student housing facility on its Sidney campus, marking a significant step toward enhancing student life and accessibility. This development aims to attract and support a broader student population, particularly those from rural areas or distant communities who may face transportation or housing barriers. By providing on-campus living options, the college not only fosters a stronger sense of community and engagement but also supports academic success through easier access to resources, faculty, and campus events. The proposed housing facility aligns with the college's mission to expand educational opportunities and create a more inclusive, student-centered environment.

The College has become recognized as a provider of training for business and industry. Campus facilities are in demand for employer-sponsored seminars, conferences, meetings, and skills training. We have, on a small scale, completed renovations to provide improved and productive learning spaces on our Greenville campus. Based on recent data, we doubled the number of welding stations and re-organized additional lab space to enlarge the class size and improve the flow of students in the Industrial programs. We are currently

considering a small renovation of a classroom to increase our lab space for industrial expansion.

Health care opportunities are never-ending, and the college looks forward to continuing to provide a state-of-the-art renovated space with clinical settings and equipment and software to provide a real-world environment for student success. The Smith renovation was completed in November 2022 and is in full service.

The College has moved the Early College students and instructors to the Doser building, from the Morford building. The move is to put that population under one roof as first year students are here all day, and they can access the Activities building without having to go outside. The other advantage is that it puts the program into a newer building as the Morford building was built in 1969. The Doser building was built in 1999.

Since the pandemic, the MCC Recreation and Fitness Center staff have been encouraging our students to participate in optional offerings, personally or as teams through new fitness and activities programming. The pool continues to be busy with swimming lessons, water aerobics, and lap swim. The gym is in use at different times of the day with pickleball in the morning and various athletics programs throughout the day. Pickleball and line dancing have been a growing part of the campus activities offerings and extends well into the community.

#### **d. Economic development impact of current/future programs.**

According to the Pure Michigan Talent Connect, The Department of Labor and Economic Opportunity-Workforce Development, 84% of students were employed in the 4<sup>th</sup> quarter, after exiting the program.

In addition, hundreds of area citizens acquire and enhance workplace skills each year through our credit, non-credit, and customized training programs. The direct and indirect impact of these citizen success stories on the economy of west central Michigan is dramatic.

Workforce training continues to provide employers with the opportunity to sustain their current workforce and upgrade their skills as technology changes.

Early College and Dual Enrollment programs provide high school graduates with an opportunity to earn college credits and/or certifications on a “free” basis.

### III. Staffing and Enrollment

#### a. Enrollment by Program

The following chart provides details of full-time and part-time enrollment by program. All programs are accessed by students at the main campus, although portions of each program may be accessed through the satellite campus in Greenville or via the internet using online learning methodologies.

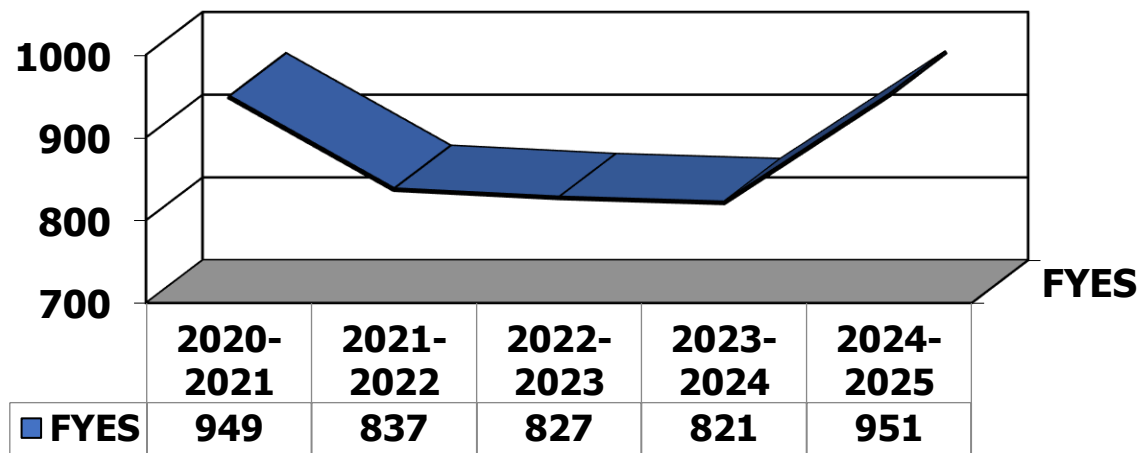
<b>Enrollment by Program. Unduplicated. 2024-2025AY</b>	<b>Part-Time</b>	<b>Full-Time</b>	<b>Grand Total</b>
1000 Selected Courses	8		8
1106 Associate of Science & Arts	359	127	486
1110 MITransfer Pathway Psychology Associate of Arts	30	8	38
1115 MITransfer Pathway Biology Associate of Science	12	1	13
1120 MITransfer Pathway Criminal Justice Assoc of Scien	10	2	12
1125 MITransfer Pathway Business Associate of Science	17	10	27
1130 MITransfer Pathway Art Associate of Arts	2		2
1135 MITransfer Pathway Communication Associate of Arts	2	1	3
1150 MITransfer Pathway Exercise Science Assoc of Sci	7	5	12
1155 MiTransfer Pathway Social Work Associate of Arts	25	10	35
1211 Accounting	29	12	41
12124 Business Entrepreneurship AAS	11	4	15
12125 Business Management AAS	60	16	76
12126 Business Marketing AAS	16	8	24
12127 Business Management Certificate	2		2
12128 Business Professional Track BS	8	1	9
1237 Information Processing Assistant Certificate	2		2
1238 Medical Office Administration	13	1	14
1239 Office Administration	8		8
1247 Criminal Justice/Corrections Certificate	1		1
1250 Early Child Education	37	7	44
1251 Early Child Development Certificate	4		4
1252 Education Support A.A.S.	10	2	12
1255 Criminal Justice AAS	25	4	29
1320 Technical Design in Manufacturing AAS	7	1	8
1323 Engineering Technology	1	1	2

1327 Manufacturing Fundamentals Job Training	1		1
1330 Welding JT	2		2
1334 Welding Technology Cert	3		3
1336 Welding	18	3	21
1343 Skilled Trades - Machinist Certificate	2		2
1344 Skilled Trades - Maintenance Mechanic Certificate	6		6
1345 Skilled Trades - Tool & Die Maker/Designer Cert	2		2
1361 Computer Information Technology Mgmt Assoc Deg	1		1
1363 Computer Technology Certificate	2		2
1364 Computer Network Administration	11		11
1366 Information Tech. CER	1		1
1367 Info. Tech. Net. Adm, AAS	3	1	4
1368 Info. Tech. In. Man. AAS	8		8
1369 Info. Tech. Cybersec. AAS	9	2	11
1370 Apprenticeship Training	125		125
1372 Skilled Trades	1	1	2
1373 Industrial Automation Maintenance	9	1	10
1374 Industrial Automation Maintenance Certificate	2		2
1400 Registered Nursing (ADN)	94	10	104
1415 Nursing Professional Track	202	34	236
1426 Heating, Ventilation, and A. C. (HVAC), A.A.S.	7		7
1427 Heating, Ventilation, and A.C. (HVAC) Tech. Certif	5		5
1550 Digital Arts AAS	15	12	27
1560 Digital Arts Certificate	4		4
1570 Web Developer & Programming AAS	4		4
1615 Pre Animal Health Technology	1		1
1620 Agricultural Operations AAS	25	1	26
1621 Agribusiness AAS	1		1
8000 Dual Enrollment	783	5	788
8001 MACC Direct	7		7
9001 Guest Student	44		44
<b>Grand Total</b>	<b>1980</b>	<b>291</b>	<b>2264</b>

**b. Past Five-Year enrollment pattern.**

Enrollments had been on the decline for several years. Most of those declines were approximately less than 1% but not more than 2% until Summer 2019, and then the 2021-2022 academic year (COVID). Since then, even though there has been an ever so slight decline in FYES calculation, that is in part due to the

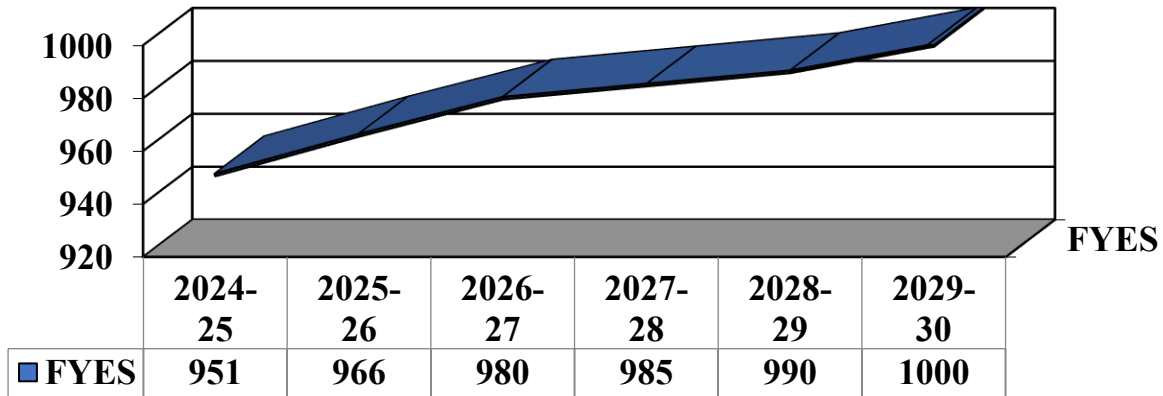
increasing student counts in dual enrollment, which represent part-time students. That group now makes up 40% of our student population and has been continually growing over the last four years. In addition, the college is seeing an overall increase in all categories of students which has led to an overall increase in enrollment. We believe this is in part due to the extra effort that the College has expended in enrollment activities institution wide utilizing the momentum gained by consulting with RNL and the great staff that are overseeing enrollment as well as the addition of athletics.



**c. Five-Year enrollment projection.**

MCC anticipates continued enrollment growth over the next three to five years. Fall 2025 experienced a 16.52% increase in billable hours and a 17.24% increase in credit hours. Student enrollment is currently at its highest point in twelve years. The addition of athletics programs and the launch of on-campus housing for Fall 2026 are expected to further support this upward trend. MCC has been implementing a strategic enrollment plan developed in partnership with RNL in 2021 and is currently being revised to continue student growth for the future. Potential for growth locally exists, as data indicates that approximately 50% of high school graduates in our region pursue higher education, suggesting there are opportunities to increase market share. Dual enrollment headcount continues to

grow through ongoing outreach efforts and targeted engagement with K-12 schools and prospective students. For Fall 2025, dual-enrolled students increased by 40%. The skilled trades sector is projected to remain steady within the region.



The college has also experienced growth among its core student population. The renovation of the Smith Health Care and STEM building has been key in accommodating increased enrollment, thanks to enhanced capacity in these academic areas. Additional improvements, including upgraded student collaboration spaces and the relocation of the Early College campus, are expected to further boost enrollment. Lastly, the introduction of a construction trades program with a focus on HVAC will support maintaining and increasing enrollment levels.

**d. Instructional staff/student and administrative staff/student ratios.**

In Fall of 2024 MCC has 30 Full-time instructors and 89 Part-time instructors teaching credit courses and 31 Administrators.

Faculty staff/student ratio = 1:15

Administrators/student ratio = 1:56

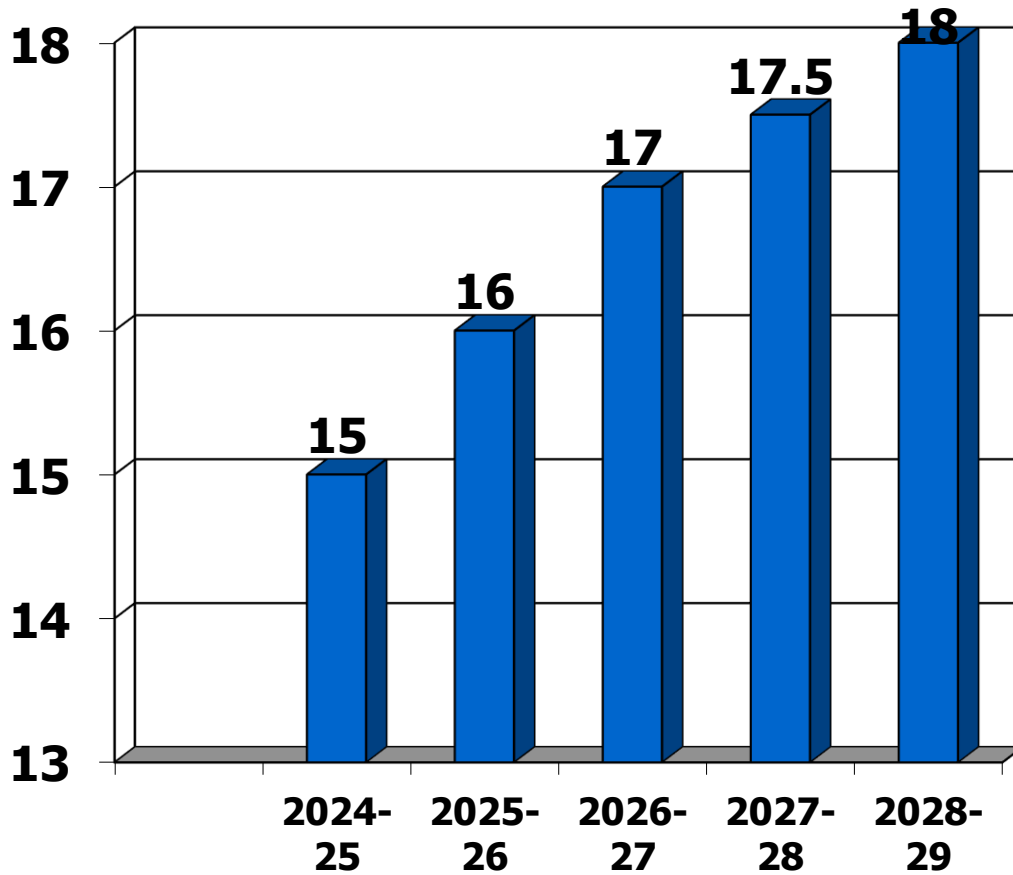


**e. Future staffing needs based on five-year enrollment estimates and future programming changes.**

In the 2025-26 fiscal year, the college established three new administrative positions and anticipates adding at least one more during the 2026-27 fiscal year. Additionally, there has been an increase of one full-time and two part-time faculty members this year. To support the expected growth in the student population, faculty staffing may need to be expanded by one or two additional positions in the coming years. The college is committed to implementing continuous quality improvement methodologies to enhance operational efficiency across processes, technology, and scheduling. The adoption of artificial intelligence tools and innovative advising models is expected to benefit both students and staff. Furthermore, attrition is factored into planning; as vacancies arise, the Executive Team reviews tasks and responsibilities to determine whether replacements are necessary or if adjustments should be made to redistribute responsibilities to other areas.

**f. Current and projected average class size based on mission and planned program changes.**

MCC's current average class size is 16, which is an increase. This is below our ultimate target of 18, however it is increasing, and many factors contribute to the average such as, lab and clinical settings which only allow for eight students and in some industrial classes only up to 12. With the addition of athletics and student housing as well as the state achievement scholarship, we are expecting an increase in class size as more students attend on a full-time basis. The college has also changed the process for releasing and filling of classes and we are seeing success with the new methodology.



#### **IV. Facility Assessment**

The College undergoes a facilities assessment every fall. The report is used to determine building conditions and repair estimations for cost and timing purposes as well as budget expectations related to deferred maintenance. The summary comparison report is below.

<b>Building/Campus/All Assessed Facilities Comparison Report</b>													
<b>Montcalm Community College</b>													
Facility	Year Built	Building Area (S.F.)	Pct. of Total S.F.	CRV	Priority Issues Data			0-5 Year Cumulative Data					
					Percent of Total CRV	DMB	Percent of Total DMB	FCI	Rating	DMB	Percent of Total DMB	FCI	Rating
<b>All assessed facilities</b>		259,611		\$95,524,500		\$558,379		0.58%	GOOD	\$5,550,318		5.81%	FAIR
<b>Greenville</b>		40,980	15.8%	\$14,781,400	15.5%	\$26,840	4.8%	0.2%	GOOD	\$660,654	11.9%	4.47%	GOOD
Ash Technology and Learning Center	2001	19,495	7.5%	\$7,764,100	8.1%	\$22,516	4.0%	0.3%	GOOD	\$502,337	9.1%	6.47%	FAIR
Braman Center	2012	16,585	6.4%	\$6,732,300	7.0%	\$4,039	0.7%	0.1%	GOOD	\$151,818	2.7%	2.28%	GOOD
Greenville Pole Barn	1970	4,900	1.9%	\$285,000	0.3%	\$285	0.1%	0.1%	GOOD	\$6,498	0.1%	2.28%	GOOD
<b>Main</b>		218,631	84.2%	\$80,743,100	84.5%	\$531,539	95.2%	0.5%	GOOD	\$4,889,664	88.1%	6.06%	FAIR
Activities	1975	36,190	13.9%	\$14,586,300	15.3%	\$29,902	5.4%	0.21%	GOOD	\$649,820	11.7%	4.46%	GOOD
Barn Theater	1917	3,932	1.5%	\$1,224,500	1.3%	\$62,939	11.3%	5.14%	FAIR	\$197,634	3.6%	16.14%	POOR
Cold Storage	1967	3,880	1.5%	\$219,400	0.2%	\$2,984	0.5%	1.36%	GOOD	\$10,443	0.2%	4.76%	GOOD
Doser Building	1999	38,013	14.6%	\$14,650,300	15.3%	\$125,260	22.4%	0.86%	GOOD	\$532,538	9.6%	3.64%	GOOD
Farmhouse	1916	2,550	1.0%	\$660,000	0.7%	\$26,334	4.7%	3.99%	GOOD	\$105,864	1.9%	16.04%	POOR
Kenneth J. Smith Instructional Buidin	1966	27,538	10.6%	\$11,972,600	12.5%	\$5,986	1.1%	0.05%	GOOD	\$107,753	1.9%	0.90%	GOOD
Instruction North	1968	21,780	8.4%	\$5,572,400	5.8%	\$70,769	12.7%	1.27%	GOOD	\$912,202	16.4%	16.37%	POOR
Les Morford Instructional Building	1969	11,184	4.3%	\$4,327,600	4.5%	\$38,083	6.8%	0.88%	GOOD	\$496,808	9.0%	11.48%	POOR
Donald C. Burns Library and Admin.	1966	28,720	11.1%	\$11,107,800	11.6%	\$91,362	16.4%	0.82%	GOOD	\$1,079,956	19.5%	9.72%	FAIR
Pole Barn	1998	1,800	0.7%	\$123,600	0.1%	\$1,854	0.3%	1.50%	GOOD	\$10,877	0.2%	8.80%	FAIR
Power Plant	1966	3,840	1.5%	\$3,170,900	3.3%	\$12,049	2.2%	0.38%	GOOD	\$270,161	4.9%	8.52%	FAIR
Water Tower	1999	100	0.0%	\$1,257,000	1.3%	\$62,850	11.3%	5.00%	GOOD	\$75,420	1.4%	6.00%	FAIR
Ash Building	2007	28,800	11.1%	\$11,183,900	11.7%	\$0	0.0%	0.00%	GOOD	\$411,008	7.4%	3.68%	GOOD
Maintenance Building	2007	8,000	3.1%	\$577,800	0.6%	\$578	0.1%	0.10%	GOOD	\$29,179	0.5%	5.05%	FAIR
Greenhouse	2016	1,536	0.6%	\$94,300	0.1%	\$0	0.0%	0.00%	GOOD	\$3,866	0.1%	4.10%	GOOD
Marston Pavilion	---	768	0.3%	\$14,700	0.0%	\$588	0.1%	4.00%	GOOD	\$588	0.0%	4.00%	GOOD

**a. Summary description**

The links below are to MCC’s 2024-25 Facilities Assessment (Condition Report) and DMB Executive Summary.

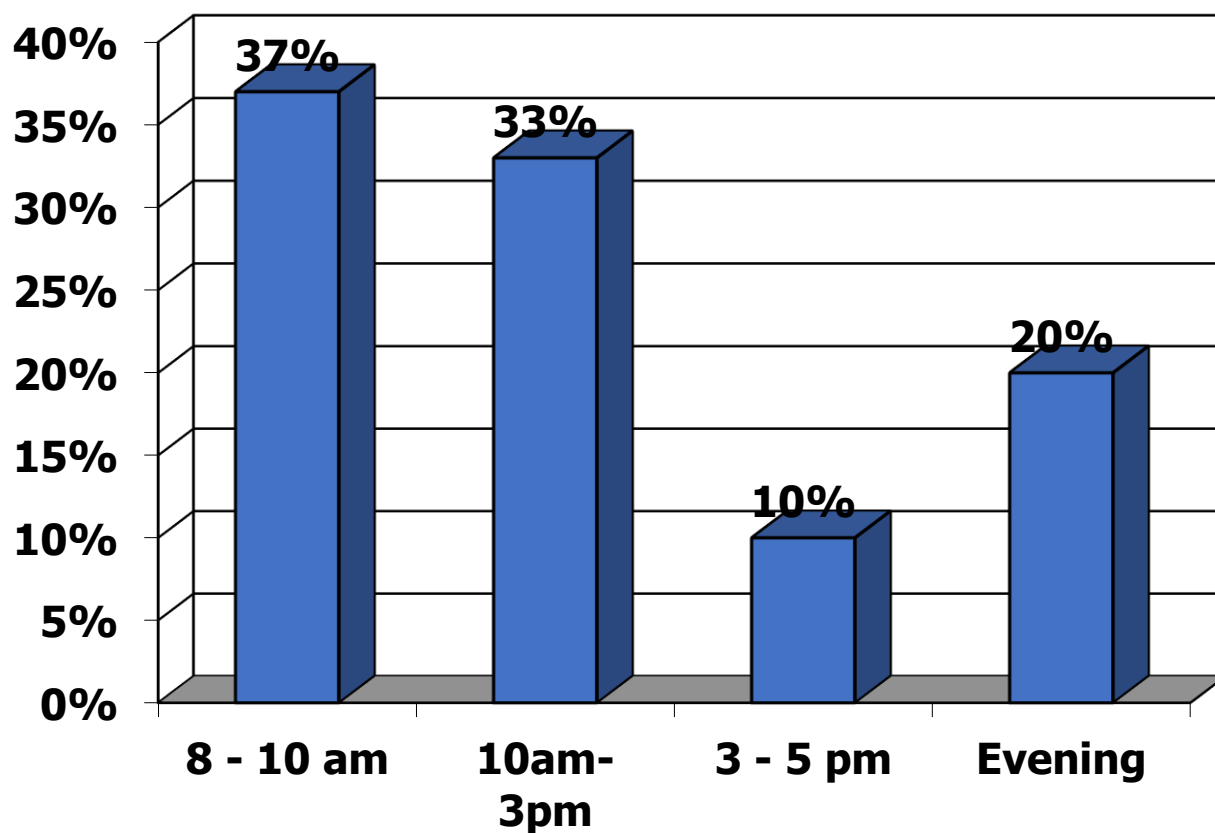
Condition Report: <https://montcalm.edu/media/lgludgsp/2025-facilities-comparison-report.pdf>

Assessment Report: <https://montcalm.edu/media/zvdda24t/2025-mcc-report-executive-summary.pdf>

**b. Classroom Utilization Rates**

In the table below are the average classroom utilization rates based on Monday through Friday and then by the time of day. The average does include health care labs, industrial labs, and computer labs. Health care labs are scheduled at appropriate times for interaction between students and faculty/coordinators while industrial and computer labs are open continuously during the buildings’

operating hours. A change in course delivery is online courses. Currently we have 139 sections that are completely online and/or live online, and do not require classroom space. Comparatively, that is a 28% increase in online course delivery compared to last year which was 109. Currently there are no scheduled courses on Saturdays that occur on campus. Healthcare-related laboratory sessions that take place on Saturdays are conducted at off-site facilities.



### c. Mandated facility standards

All programs and departments comply with all applicable laws and standards such as OSHA and MIOSHA. Facilities are reviewed on a regular schedule to ensure compliance. Industrial programs as well as chemistry labs serve as main areas of concern due to probability of an incident.

#### **d. Functionality of existing structures and space allocation**

Generally, classrooms in the newer buildings are adequate (Doser, Ash-Sidney, Braman, Ash-Greenville and the newly renovated Smith) and a refresh is desired, classrooms in older buildings, such as Morford and North, could benefit from functional improvement. Within the newly revised Five-Year Master Plan, the Morford building is where the current academic attention is focused for renovation and repurposing. In addition, the plan has assessed existing structures to determine if there are layout efficiencies that can be captured and if modernization would create a changed usage of targeted spaces. The college has experienced challenges in congestion with our activities building as athletics grows and utilizes those spaces, the community has stressed their desire to continue to use the same environment. As such, those types of targeted spaces will need to be addressed and evaluated to align with long-term institutional goals and balancing community desires.

**e. Replacement value (insured value)**

R.A. SCHESSLER, INC  
SUMMATION  
OF

Asset Acct: MONTCALM COMMUNITY COLLEGE As of 11/01/24  
REAL ESTATE - BUILDING

Summary by:	Replacement Value New	Sound or Depr. Value
ACTIVITIES BUILDING	14,586,300.00	8,751,800.00
KENNETH J. SMITH BLDG.	11,972,600.00	9,338,600.00
LES MORFORD BLDG.	4,327,600.00	2,510,000.00
L.R.C./ADMINISTRATION	11,107,800.00	6,442,500.00
INSTRUCTION NORTH	5,572,400.00	2,953,400.00
POWER PLANT	3,170,900.00	1,363,500.00
FARM HOUSE	660,000.00	250,800.00
BARN THEATER	1,224,500.00	404,100.00
METAL STORAGE BUILDING	219,400.00	94,300.00
NEW STORAGE BUILDING	123,600.00	90,200.00
ELEVATED WATER TANK	1,257,000.00	942,800.00
BEATRICE E. DOSER BUILDING	14,650,300.00	10,694,700.00
ASH TLC BUILDING	7,764,100.00	6,056,000.00
STANLEY P. ASH BUILDING	11,183,900.00	8,723,400.00
MAINTENANCE BUILDING	577,800.00	450,700.00
BRAMAN CENTER	6,732,300.00	5,857,100.00
GREENVILLE STORAGE BUILDING	285,000.00	122,600.00
GREENHOUSE	94,300.00	83,000.00
ROBERT MARSTON PAVILLION	14,700.00	13,600.00
ASSET ACCOUNT GRAND TOTAL	95,524,500.00	65,143,100.00
PERCENT DEPRECIATION	X	

**f. Utility system condition (i.e. HVAC, water, sewer, electrical)**

The current boiler system is adequate and well maintained. A majority of steam and condensate lines were replaced in fall 2017 and therefore, we have gained efficiencies with that system. Chillers are adequate as well. Water systems are adequate and inspected at appropriate intervals as we have our own water tower. This fiscal year we have budgeted for a secondary well due to housing being added as well as for redundancies for the Sidney campus. A metering project for water and electricity is also included in the same budget. The sewer system is more than adequate and is currently maintained by a local sewer authority in combination with the county. Electrical upgrades have occurred on the Greenville campus related to the Braman building due to industrial instructional needs.

**g. Facility infrastructure condition**

All main parking lots were seal coated during the summer of 2018 except for the North building parking lot. It needs complete replacement due to age and the construction related to the steam pipe replacement project and is included in the costing related to the renovation. General parking lots have undergone condition assessments and systematic replacement began 2024 and will continue until 2028. The main road for the Sidney campus, College Drive, was resurfaced during the summer of 2021. Sidewalks on both campuses are in good condition. Small sidewalk repair has taken place as needed over the last couple of years and new steps were added at the Sidney campus. Sidewalk replacement work continues on an as needed basis. Drainage ditches will be addressed by the county in the coming year.

**h. Adequacy of existing utilities and infrastructure system to current and 5-year projected programming needs.**

Existing utilities and infrastructure systems are adequate to support any future programming needs within the next five to ten years.

**i. Enterprise-wide energy plan and what are the goals. Have energy audits been completed on all facilities and, if not, what is the plan/timetable for completing such audits.**

Ameresco partnered with the college and made energy efficiency improvements, including HVAC controls, LED lighting, and replacement of some windows. In addition, we have partnered with Consumers Energy to perform annual steam trap and boiler tune-up assessments as well as annual electrical energy usage and retro-commissioning audits.

The goals of these projects were to decrease financial burden and increase environmental sustainability. We have continued to meet with power providers and engineering companies to further enhance standard practices and discuss future improvements.

Currently Ash and Braman buildings are LEED certified.

**j. Land owned by the institution and determined if whether capacity exists for future development, future demands etc.**

MCC's primary campus is located on 220 acres in Sidney, Michigan which is in west central Michigan. This site is adequate for any possible campus expansions anticipated over the next five to ten years.

The Greenville campus is located on 18 acres in Greenville, Michigan and the site is adequate as well for all campus expansions anticipated in the next five to ten years.

**k. Buildings Bonded and any timelines for expiration**

The Montcalm CC Life Science project (known as the Ash building) was completed in 2007 on the main Sidney campus. It added 28,800 additional square feet to health and science programming. Total construction costs were \$7,500,000 and the SBA construction costs were \$2,999,800. The lease SBA expiration is set for 2047.

The Montcalm CC MTEC expansion which was the erection of the Braman building on the Greenville campus and was completed in 2013. Total construction costs



were \$5,433,400 and the SBA construction costs were \$2,716,500. The lease SBA expiration is set for 2052.

## **V. Implementation Plan**

The College has been the Master Plan that was created in Fall 2018 and approved by the Board in Spring 2019 as a guiding tool to address facility enhancements and scheduled maintenance. In the last few months, that plan has been undergoing review and assessment at the campus with input from across campus. The original plan included input from staff, students, local business advisory members, community at large and local K-12's and ISD representatives. In a general sense, the campus facilities are well maintained and remain in good condition due to attention to problems before they become critical. Some structures are out-of-date and in serious need of overall renovation to update the spaces and to allow for student space allocation revisions.

Work completed as part of the original master plan included a renovation to the Braman building to enlarge (double) the welding lab, provided robotics with its own room for instructing as well as lab space and made needed space adjustments in the automation lab and machine shop lab. The writing center located in the library also was renovated to provide privacy, HVAC modifications and a defined specific space with modern appeal. Past data indicates that students' use has increased in the writing center each year since its inception five years ago.

The Master Plan overall, for both campuses, is to provide better use of spaces, create student spaces, and bring technology up to date. The past plan created lab settings for healthcare and sciences and improved way finding as the campus grows. As previously mentioned MCC is close to the completion of revising the Master Plan to determine what additional changes may be needed to enhance student experience and encourage completion.

### **a. Major capital projects requested from the state**

Nearing the completion of the revision of the master plan, Montcalm Community College (MCC) has determined that the largest need for capital outlay is on the Sidney campus and involves the renovation of the Morford Building. The building is a 11,184 square foot instructional facility, built in 1969. It has only received minimal remodeling, such as carpet and paint in a couple of classrooms, and one additional ADA restroom in 1999, since its original construction.

Because of its outdated space use, the building requires renovation. It currently contains two auditoriums that are not ADA compliant, and four classrooms as well as faculty offices. There are no student spaces in the building.

In an effort to drive retention and completion, MCC is going to renovate the building, with additional small expansions on two sides. During conversations on campus, the idea of creating a “First Year Experience” has resonated with staff and students. By providing a specific space for students to be introduced to college and receive needed supports and guidance, the college will be able to increase retention and completion which equates to student success. Students would have a space in which they could receive advising and academic planning, tutoring, soft skills workshops, orientation classes, and study spaces.

### **b. Deferred Maintenance Backlog**

Montcalm Community College believes it is easier, more efficient and economically better to address maintenance on a proactive basis. In doing so, it eliminates safety hazards and reduces liability risks and the potential for accidents. It is costlier to repair emergencies rather than prevent them. It also provides stability for academic programs and for operational purposes and schedules. We clearly have seen preventative maintenance extend the life of the facilities, classrooms and labs and preserves the college’s long-term capital investment. 2025 Assessment report indicates total priority issues DMB to be at \$558,379. Zero to five-year cumulative total is \$5,550,318.

### **c. On-going projects financed with State Building Authority**

There are currently **no** on-going projects financed through the State Building Authority. In fact, Montcalm Community College has not received any funds from

the State Building Authority for fifteen years and has. MCC is only one of two community colleges in the state of Michigan that has NOT received capital outlay in the last decade. The college completed, on its own, the renovation of the Smith building in the absence of capital outlay from the State. The request was submitted three times. The project was STEM based, and one entire floor dedicated to health careers. Funding for the Smith project was institution based along with donor contributions. Our existing foundation funds are very strong, \$29+ million. Most of these funds are endowed and/or restricted for scholarships and programming needs, with a smaller portion set aside for building renovations.

**d. Rate of return on planned expenditures**

The rate of return for the renovation of the Morford building would be observed with increasing rates of retention which led to increased completions of students.

**e. Alternatives to new infrastructure**

This project calls for students to be on campus and engaged in the campus community as well as the public community.

**f. Maintenance schedule of items in excess of \$1,000,000**

There are no major maintenance items that would be in excess of \$1,000,000 for fiscal years 2027 -2031.

**g. Non-routine maintenance the institution has budgeted for in the current fiscal year**

Non-routine maintenance for the 2025-2026 fiscal year includes the following items:

- Parking lot replacement, 2<sup>nd</sup> version - \$220,000
- Metering project - \$50,000
- CMS System Install \$10,000
- Secondary Well - \$25,000

## VI. Capital Outlay Project Request

**Institution Name:** Montcalm Community College  
**Project Title:** Student Success Center – Morford Renovation  
**Type of Project:** Renovation  
**Program Focus of Occupants:** Academics  
**Approximate Square Footage:** 11,184  
**Total Estimated Cost:** \$5,874,525  
**Estimated Start/Completion Dates:** One-year period (Fall to Fall)

**Is the Five-Year Plan posted on the institution’s public internet site**  **Yes**  **No**

**Is the requested project the top priority in the Five-Year Capital Outlay Plan?**  **Yes**  **No**

**Is the requested project focused on a single stand-alone facility?**  **Yes**  **No**

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

**Project Overview:** Montcalm Community College (MCC) seeks Capital Outlay funding to support the renovation, expansion, and modernization of the Les Morford Instructional Building on its main campus in Sidney, Michigan.

Originally constructed in 1969, the 11,184-square-foot building has undergone only minimal updates, including a unisex restroom addition in 1999 and limited carpeting replacement. The facility’s infrastructure, layout, and design no longer meet the needs of today’s students or the requirements of a modern learning environment.

This project will transform the existing building into the Montcalm Community College Student Success Center—a dynamic academic and support hub designed to elevate student achievement, strengthen teaching and learning, and advance institutional excellence.

The Student Success Center will integrate academic instruction, advising, coaching, career services, and engagement opportunities into one collaborative environment that emphasizes belonging, persistence, and holistic development. The renovation and expansion will position the Center as the physical and cultural heart of student learning at MCC.

The previous planning authorization funding from the State of Michigan was approved in 2008.

**Describe the project purpose:** The purpose of this project is to create an innovative Student Success Center that unites MCC's academic and student support functions in a single, purpose-built environment.

The Student Success Center will bring together MCC's instructional programs, academic supports, and student success services within one collaborative environment designed to improve learning outcomes, equity, and workforce readiness.

- **Instructional Classrooms:** The Center will host MCC's First-Year Experience (FYE) Course, a required class that equips students with foundational skills in academic inquiry, communication, and personal development.
- **Early College Program:** The Center will house MCC's Early College program, designed to strengthen the high school-to-college pipeline through coordinated curriculum pathways, college-credit courses, and structured academic mentorship.
- **Faculty Offices and Collaboration Spaces:** Purpose-built offices and collaborative spaces for Early College faculty will enhance communication, foster interdisciplinary teamwork, and support a unified experience for students.
- **Academic Workshops:** The Center will host sessions on soft skills, study strategies, AI integration, and academic integrity, led by faculty and staff coaches.
- **Transfer Office and University Partnerships:** A dedicated transfer office will strengthen articulation pathways and university partnerships through transfer fairs, campus visit coordination, and advising that aligns coursework with bachelor's degree requirements to reduce excess credits and time to completion.
- **Student Orientations:** New student orientations will take place in the auditorium, where students will meet with advisors, set semester schedules, become familiar with the Learning Management System, and learn about campus resources such as the Math and Writing Center.
- **Success Coaching:** Every student will be paired with a success coach to provide individualized guidance from entry to completion.
- **Career Services:** The Center will integrate career readiness, job placement, and employer partnerships, connecting academic success to workforce outcomes.
- **Student Engagement:** Spaces will support leadership development and co-curricular involvement through organizations such as Student Government, Business Professionals of America, and Phi Theta Kappa Honor Society.
- **Cultural, Leadership, and Learning Seminars:** The auditorium will host seminars and guest speaker events that connect students with thought leaders, foster cultural awareness, and inspire personal and professional growth.

Together, these integrated components will create a seamless, student-centered experience that connects classroom learning with academic planning, coaching, and career development—embodying MCC's mission of *Creating Opportunity Through Education*.

**Describe the scope of project:** Modernization of the Les Morford Building is among the College's highest priorities. Due to its age, the current structure lacks appropriate learning environments, collaboration zones, and accessibility features.

Specific components include:

- Renovation of four classrooms to create flexible, active-learning environments.
- Renovation of one auditorium for large academic gatherings, student orientations, and community events.
- Repurposing of the second auditorium into collaborative learning and academic coaching spaces.
- Remodeling of two existing restrooms and one barrier-free restroom to meet ADA standards.
- Installation of new energy-efficient windows, doors, and mechanical systems.
- Replacement of HVAC units and DDC controls, and addition of a modern fire-suppression system.
- Two expansions on the north and south sides to create faculty offices, student meeting rooms, and academic support suites.

***Program focus of occupants:***

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

The Student Success Center directly supports Michigan’s *Sixty by 30* initiative and talent enhancement goals by improving educational attainment, workforce readiness, and community engagement.

- Talent Enhancement: By integrating academic coaching, advising, and instruction in one location, MCC will strengthen retention, persistence, and degree attainment. The Center will support students pursuing high-demand careers in STEM, healthcare, manufacturing, education, business, and the skilled trades.
- Job Creation: Career readiness programming, employer partnerships, and internship coordination within the Center will ensure MCC graduates enter the workforce career-ready, with the soft skills and digital literacy employers seek.
- Economic Growth: The Center will strengthen the local education-to-workforce pipeline, expand Early College participation, and enhance regional competitiveness by producing skilled graduates prepared to meet Michigan’s evolving economic needs.

This project represents a strategic investment in Michigan’s human capital and MCC’s enduring commitment to our vision of *Cultivating an Educated, Employed, and Thriving Community*.

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

The Student Success Center is an academic transformation initiative that advances MCC’s mission by integrating learning, coaching, and academic support into one cohesive ecosystem.

- Instructional Innovation: Active-learning classrooms and collaborative spaces will foster faculty engagement and pedagogical innovation, including integration of AI tools that enhance personalized learning, critical thinking, and academic exploration.
- Academic Continuity: Housing the Early College program and First-Year Experience (FYE) Course within the Center ensures seamless student transitions from secondary to postsecondary learning.

- Improved Student Outcomes: Centralizing services will increase retention, course completion, and degree attainment—key institutional performance metrics.

***Describe how the project will address, incorporate, or enhance any equity efforts, policies, or goals for the academic programs within the scope of the project or as a component of your institution and campus at large.***

Equity is foundational to the Student Success Center’s design and programming. The facility and its operations will:

- Ensure full ADA compliance and barrier-free accessibility.
- Create inclusive learning environments that affirm and celebrate student diversity.
- Provide culturally responsive academic coaching and advising tailored to diverse learning needs.
- Support first-generation, underrepresented, and rural students through intentional connections with success coaches and academic mentors.
- Incorporate faculty and staff training in equity-minded teaching and the ethical use of AI in education.

By embedding equity into both curriculum and space, the Center ensures that every student knows — *You Belong Here* — a core value at MCC.

***Is the requested project focused on a single, stand-alone facility? If no, please explain.***

Yes. The project focuses exclusively on the Les Morford Instructional Building, a stand-alone facility located in the heart of MCC’s main campus in Sidney, Michigan.

***How does the project support investment in or adaptive re-purposing of existing facilities and infrastructure?***

The project repurposes and revitalizes a 55-year-old facility that is structurally sound but functionally outdated. Adaptive reuse of the Les Morford Building will preserve institutional resources while modernizing infrastructure to meet 21st-century academic and technological standards.

This investment reflects MCC’s commitment to sustainability, stewardship, and long-term strategic planning by leveraging existing assets rather than constructing new facilities.

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

Yes. The project addresses multiple safety and accessibility concerns:

- Installation of a fire suppression and modern alarm system to meet current code.
- ADA compliance upgrades for restrooms, entrances, and pathways.
- Replacement of aging HVAC systems, windows, and doors to improve air quality, comfort, and security.

These upgrades will ensure a healthy, accessible, and safe environment for students, employees, and visitors.

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

MCC measures space utilization by monitoring average class size and weekly room-hour usage, reported to the Board of Trustees each semester as key performance indicators (KPIs).

While the college meets standard usage benchmarks for instructional spaces (approximately 30 hours per week for classrooms and 18–22 hours for labs), the Les Morford Building is currently underutilized due to its outdated condition.

The renovation will dramatically improve utilization by:

- Creating multi-purpose classrooms adaptable for instruction, workshops, and orientations.
- Centralizing student services and success coaching in one accessible location.
- Establishing an active hub for academic engagement that increases traffic, collaboration, and community use.

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

Sustainability is integral to this project's design and operation. Key strategies include:

- High-efficiency HVAC systems with variable frequency drives and building energy management controls.
- Energy-efficient windows, doors, and insulation to improve thermal performance.
- LED lighting with low-voltage controls for energy reduction and smart scheduling.
- Low-flow plumbing fixtures to conserve water.
- Flexible floorplans designed for long-term adaptability and multi-use learning spaces.

These improvements will reduce operational costs, extend facility lifespan, and align with MCC's commitment to environmental stewardship.

***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. MCC has identified multiple sources for its 50 percent match requirement:

- College plant-fund reserves,
- Private contributions, and
- Limited debt financing, if necessary.



In addition, the Montcalm Community College Foundation, with assets exceeding \$29 million, has a strong record of supporting academic capital projects and will play a central role in fundraising. MCC is confident that all match resources will be secured prior to construction.

***If authorized for construction, the state typically provides a maximum of 75% of the total costs 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?***

MCC has not received a State Capital Outlay Grant in 16 years. As is the case for many of our colleagues around the state, Montcalm Community College has spent millions of dollars over the past years supporting and maintaining our infrastructure (over \$5 million dollars alone in 2022). It would be difficult for the college to provide more than the 50% match and, if required, would delay additional planned renovations, and regularly scheduled necessary maintenance on both campuses.

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

No significant increase in operating costs is anticipated. Energy-efficient systems and mechanical upgrades are expected to reduce utility and maintenance costs. Existing faculty, staff, and success coaches will support operations within current staffing levels, ensuring fiscal sustainability.

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

The project will not impact tuition rates. In fact, increased student retention, persistence, and enrollment associated with the new Student Success Center are expected to generate modest revenue gains that strengthen MCC's financial stability.

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

Without this project, MCC would be unable to fully implement its integrated Student Success Center model. The absence of a centralized facility would:

- Limit access to coordinated academic coaching and advising.
- Perpetuate equity gaps for first-generation and underrepresented students.
- Reduce retention and completion rates, particularly between the first and second semesters.
- Hinder progress on MCC's strategic goals related to student achievement, equity, and workforce readiness.

The delay would also increase future renovation costs as facility deterioration continues.

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

Alternatives included decentralizing services across campus or expanding online coaching capacity. However, these approaches lack the integration, academic focus, and sense of community achieved through a centralized Center.

The renovation and repurposing of the Les Morford Building is the preferred option because it:

- Maximizes existing infrastructure through adaptive reuse.
- Integrates success coaches to serve all learners.
- Centralizes instruction, advising, and career services in one accessible location.
- Provides a tangible, welcoming space that reinforces belonging and engagement.

This approach delivers the greatest impact on student success, equity, and institutional effectiveness while maintaining fiscal responsibility.