Montcalm Community College



CAPITAL OUTLAY
2028 – 2032

FIVE-YEAR PLAN
Submitted October 2026

Montcalm Community College

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Montcalm Community College

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 30 Associate Degree Programs, multiple bachelors through Articulation, 14 Certificate Programs and 8 Job Training Programs, providing 52 educational pathways for students.

Montcalm Community College

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)

Montcalm Community College

A. PROJECTED PROGRAMMING CHANGES

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 significant opportunity is the advancement of programs within the Health and Human Services. These programs include Certified Medical Assistant Certified Nursing Assistant, Certified Medication Technician, Respiratory Therapy, and several pathways within the Exercise Science space such as Physical Therapy Assistant, Public Health, Nutrition, and Fitness Training.

While our current infrastructure is somewhat limited in these areas, the College is excited about expanding in this direction and is revitalizing spaces and enhancing facilities to support these programs these programs in the coming years. In addition, MCC is pleased to have established an ADN-BSN concurrent enrollment agreement with Saginaw Valle State University. This agreement establishes a cooperative partnership that expands educational opportunities for MCC students and graduates by providing access to an ADN to BSN Completion Program. The partnership allows students in Sidney and the surrounding communities to pursue a Bachelor of Science in Nursing (BSN) while remaining connected to their local community and educational support network.

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 pursue industry recognized certifications that enhance their skills and employability. These programs prepare students for a variety of career opportunities including cybersecurity, web and software development, database architect and computer systems analyst. We

anticipate continued growth in these programs over the next five years as employer demand for information technology professionals continues to expand.

Finally, school districts across the region continue to face challenges in recruiting and retaining enough teachers to meet current workforce needs , and demand is projected to increase. MCC is helping address this need by building a bridge from high school, to MCC, and then to Davenport University's alternative route to teacher certification. Through dual enrollment and early college credit opportunities, , students can substantially reduce the cost of earning a bachelor's degree and enter the teaching profession more quickly. As a result, students may be able to return to their local school district as teachers in as little as 3.5 years after high school graduation.

B. UNIQUE CHARACTERISTICS

Two-Year degree & technical training
The Arts & Sciences division of Montcalm Community College offers coursework in Fine Arts, Language Arts, Mathematics, Science, Social Science, and Basic Academic Skills Development. These programs provide residents of west-central Michigan with a strong academic foundation needed to pursue and excel in bachelors and master's level programs.

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

The Integrated Manufacturing Technology certificate programs provide training in programmable logic controllers (PLCs), including (Allen Bradley and Siemens systems; FANUC and KUKA robotics, TIG and food- grade welding; blueprint reading, computer applications; measurement; quality management; internal auditing; and CNC operations, among other technical skills. Updated industrial labs and classrooms provide students with valuable hands-on learning experiences.

The Health Careers division, including Nursing, Medical Assistant, Certified Nursing Assistant, Medical Office Administration that combine classroom instruction with clinical experiences to prepare graduates with the practical skills employers seek.. Partnerships with businesses such as Corewell Health, MyMichigan Health, University of Michigan Health-Sparrow, Pine Rest Christian Mental Health Services, and local school districts provide essential clinical learning opportunities and have been instrumental in supporting student success.

Workforce development activities

As many areas in Michigan continue to experience worker shortages, most local employers are looking for ways to retain their current employees. In some cases, this means training employees to close skills gaps and sustain quality production, while also as providing increased wages.

To stay closely connected to these employer needs, MCC works diligently with workforce organizations, and College employees serve on boards such as the Michigan Works! Workforce Board, TalentFirst Group, Montcalm Economic Alliance, and Ionia Economic Alliance.

To help employers' close skills gaps and retain their workforce, MCC provides customized training, on-site or off-site, for all employers in central Michigan and has worked with multiple companies to deliver these training opportunities. The College helps employers identify their training needs and develop programs to meet them. While some employers pay for their own training, in most cases the Michigan New Jobs Training Program helps cover the costs.

Lifelong learning

Montcalm Community College's Continuing Education division offers more than 100 courses that give area residents the opportunity to build skills and knowledge in a non-traditional format. Course topics include computer training, art, local history, business skills, yoga and wellness, continuing education units (CEUs) for teachers, languages, and music. MCC also extends learning beyond campus through travel experiences open to students and community members. Following the College's 2025 study abroad trip to Costa Rica, MCC will offer a Summer 2027

Study Away trip to the East Coast, scheduled for June 20–26, 2027, with community registration opening December 1, 2026. A study abroad trip to England is being planned for Summer 2028.

MCC also hosts the Stanley and Blanche Ash Lectureship Series, which brings nationally and internationally known speakers to campus to increase awareness of key global and domestic issues among students and community members. The series is funded by the MCC Foundation's Stanley and Blanche Ash Community College Enhancement Fund. In addition, through its membership in the World Affairs Council of Western Michigan, the College offers a global awareness series and other international programming to the community, including hosting one of the Council's events for the West Michigan region.

To promote personal wellness, the activities department offers nutritional evaluations, personal training, individualized workout programs, private swim lessons, aerobics classes, strength training classes, and senior workout classes. The College also hosts Senior Citizens Day.

Partnerships and activities

Montcalm Community College has established partnerships with the intermediate school districts serving Montcalm, Gratiot, and Isabella counties. In partnership with the Montcalm Area Intermediate School District (MAISD), MCC offers an Early College program to serve Montcalm and Ionia counties. Students enter Early College in the 11th grade and can earn both a High School diploma and associate degree in three years. To date, 200 Early College graduates have earned an associate degree or a certificate. Following the MAISD's decision to discontinue the current program, MCC is completing a teach-out; no new students are being admitted, and the final cohort is expected to finish in May 2028. MCC is working with local k-12 partners to develop a redesigned Early College model planned for launch in Fall 2028.

MCC provides dual enrollment opportunities to all seven Montcalm County high schools, and four high schools in Ionia County, as well as to high schools in Gratiot, Berrien and Kent counties, three Christian schools and one virtual

academy and one aviation academy. In Fall 2026, MCC served 664 duel-enrolled students and 49 Early College students from 33 high schools.

MCC offers GED testing and collaborates with the Montcalm and Ionia Literacy Councils to help prepare low skilled students enter MCC and, ultimately, achieve their educational goals. MCC's advisors are experienced in working with returning adult students.

MCC's collegiate size swimming pool, fitness center, and gym, are open to the community. Pickle ball and yoga are available, along with line dancing which has a large and growing following. The Sidney campus has almost five miles of nature trails.. Each September, MCC hosts the Bramble Ramble 5K trail run/walk plus a 10K Run.

MCC promotes musical interests through partnerships with the MCC Alumni & Friends Choir, a community-based group that performs fall and spring concerts for the community. MCC also hosts community events, such as monthly legislative luncheons.

MCC partners with Montcalm County Great Start Collaborative to offer weekly "Playgroups" on our Greenville campus. This initiative brings families with pre-K children to participate in learning and play activities led by Great Start staff.

MCC's campus library is open to the public and collaborates with local district libraries, and the computer labs on Greenville campus are also open to the public. Students from local schools regularly visit MCC's Sidney campus to see the Mastodon bones on display and to tour Heritage Village to learn the history of Montcalm County. MCC is also home to One Book One County Montcalm, offered with the county's public libraries, and MCC Reads, which together engage the community in reading and discussing books.

MCC integrates community engagement into academic programs as well. Marketing students develop marketing plans for local businesses, providing businesses with practical support while giving students hands-on experience. MCC Tax Accounting students partner with the United Way to assist low-income

families with annual tax preparation, providing an important community service while applying their classroom knowledge in a real-world setting.

MCC's nursing program supports community health through volunteer opportunities at flu clinics, blood drives, blood pressure screenings, and first aid stations using the College's health trailer. Through service-learning projects, MCC students, faculty, and staff also support local food pantries, clothing drives, health clinics, and initiatives addressing homelessness.

Heritage Village located on the Sidney campus and hosts the annual Heritage Festival. Children can attend at least one family activity each year, either a Christmas holiday party or a Halloween party. This activity provides families with an opportunity for the college to connect with families and the community's younger residents.

Montcalm Community College partners with West Michigan Works! to expand access to education, workforce training, and student support in Ionia County. Through shared space at the West Michigan Works! Ionia location, MCC provides a dedicated classroom and student engagement space and is expanding community-based enrollment support, including Michigan Reconnect Navigator office hours. The partnership also connects MCC with employers and regional workforce initiatives, supporting registered apprenticeships, workforce training, career pathways, and efforts to align educational opportunities with regional labor-market needs.

Summary

Montcalm Community College's unique role reflects its broad commitment to educational access, workforce responsiveness, lifelong learning, and community engagement across a rural service region. MCC combines transfer-focused associate degree programs with career and technical education, advanced manufacturing and health-care training, customized workforce development, and extensive dual enrollment and community learning opportunities. Strong partnerships with K-12 schools, health-care providers, employers, economic development organizations, West Michigan Works!, libraries, and other community organizations extend MCC's reach beyond its campuses and help align programs with regional needs. Together, these activities reinforce the importance

of maintaining flexible, accessible, and adaptable facilities and learning environments that support hands-on instruction, changing workforce needs, student success, and continued community use throughout the five-year capital planning period.

Articulation agreements

MCC has articulation agreements with area career centers and high schools, including the Montcalm Area Career Center, Mecosta Osceola Career Center, Gratiot-Isabella Technical Education Center, Heartlands Institute of Technology (Ionia County), Greenville High School, Lakeview High School, Newaygo Schools, and Saranac High School. These agreements cover fields such as business, education, public safety, information technology, industrial technology, health sciences, engineering technology, computer-aided drafting, animal science, machine tool technology, welding, and agriculture. MCC also partners with Michigan State University (MSU) to offer associate degrees in Agricultural Operations, which include articulation pathways from the career centers.
MCC has more than 100 articulation agreements with colleges and universities, including 3+1 and 2+2 agreements and transfer guides. MCC has also signed reverse transfer agreements with Davenport University, Grand Valley State University, Ferris State University, Oakland University, and Western Michigan University. Through its partnership with MSU, MCC offers associate degrees in agriculture on its Sidney campus, and the two institutions jointly employ a recruiter/program director for the agricultural program who is based on MCC's campus.

MCC participates in five statewide MiTransfer Pathways (Business, Criminal Justice, Exercise Science, Psychology, and Social Work), developed in collaboration with the Michigan Community College Association and Michigan community colleges and universities.

C. OTHER INITIATIVES

Montcalm Community College participates as one of 28 colleges nationwide in Phase 2 of the Rural Guided Pathways Project (2025-2027). Through this initiative, MCC collaborates with community partners and peer rural colleges to strengthen student pathways, improve credential completion and transfer, and better

connect education with living-wage employment and regional workforce needs. This work reinforces the need for flexible, student-centered learning and support environments that adapt to changing instructional, workforce, and community needs.

Following NJCAA approval, MCC was accepted as the 24th member of the Michigan Community College Athletic Association (MCCAA) in November 2022 and began competition in the 2023–24 season. MCC now sponsors nine teams, has increased facility use and community participation on campus. In Fall 2026, 69 student-athletes were enrolled. The North building houses athletic strength and conditioning, as well as coaches and staff offices. Athletic team rooms are in the North building with improvements underway. Using North building as an Athletic hub further helps relieve congestion in the Activities building.

MCC is also planning to add NJCAAE Esports as a competitive sport, with a dedicated space in the Beatrice E. Doser Building. The College is taking a phased approach. Phase 1 will create a dedicated team area for practice and competitive play with approximately 10 gaming stations, while later phases under consideration include social and console gaming, an AI hub, and podcasting space. In Fall 2026, the College opened Carbonelli Villas, an 84-bed, three-story student housing facility on its Sidney campus and MCC's first on-campus housing.

The facility expands access for students. By offering on-campus living, the College strengthens community and engagement and supports academic success through easier access to resources, faculty, and campus events. Housing aligns with the College's mission to expand educational opportunity and create a more inclusive, student-centered environment.

To support on-campus housing, MCC redesigned the Woodside Café in the Activities Building in summer 2026, opening the space by adding flexible seating for 94. The café serves as the dining hall for Carbonelli Villas residents and continues to host campus and community events.

The College is recognized as a provider of training for business and industry, and campus facilities are in demand for employer-sponsored seminars, conferences, meetings, and skills training. On the Greenville campus, MCC has completed

targeted renovations in the Braman Building to create more productive learning spaces. These included doubling the welding lab, giving robotics its own instructional and lab space, and adjusting space in the automation and machine shop labs to increase class capacity and improve student flow in the industrial programs.

Demand for health care professionals continues to grow, and the College remains committed to providing state-of-the-art clinical settings, equipment, and software that give students a real-world learning environment. The Kenneth J. Smith Instructional Building renovation was completed in 2022, and the building was rededicated in April 2023. It is now in full service as home to the Center for Nursing & Health Careers and STEM.

MCC's Recreation and Fitness Center staff continue to encourage students to take part in optional fitness and activity programming, individually or as teams. The pool remains busy with swimming lessons, water aerobics, and lap swim, and the gym is used throughout the day, with pickleball in the morning and athletic practices and events later in the day. Pickleball and line dancing have become a growing part of campus activities and extend well into the community.

D. ECONOMIC DEVELOPMENT IMPACT

According to the Pure Michigan Talent Connect, The Department of Labor and Economic Opportunity-Workforce Development, 77% of students were employed in the 4th quarter, after exiting the program in 2024-2025 academic year.
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

Montcalm Community College

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.

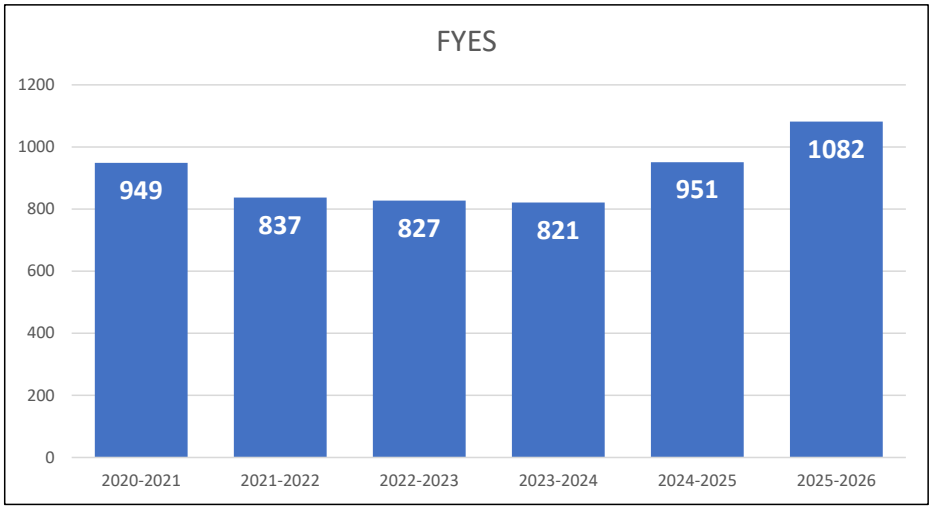
Enrollment by Program. Unduplicated, 2025-2026	Full-Time	Part-Time	Grand Total
Accounting 1211	14	35	49
Ag Ops (w/MSU) AgBusiness 1620B		1	1
Ag Ops (w/MSU) Operations 1620A	1	8	9
Ag Ops (w/MSU) Transfer 1620C		2	2
Agricultural Operations AAS 1620	2	15	17
Apprenticeship Training 1370	1	120	121
Associate of Science & Arts 1106	159	351	510
Business Entrepreneurship AAS 12124	8	14	22
Business Management AAS 12125	22	63	85
Business Management Certificate 12127		1	1
Business Marketing AAS 12126	10	16	26
Business Professional Track BS 12128		2	2
Computer Network Administration 1364		5	5
Computer Technology Certificate 1363		1	1
Criminal Justice AAS 1255	13	20	33
Criminal Justice/Corrections Certificate 1247	1	2	3
Digital Arts AAS 1550	7	17	24
Digital Arts Certificate 1560		3	3
Early Child Development Certificate 1251		3	3
Early Child Education 1250	5	24	29
Education Support A.A.S. 1252	2	12	14
Electronics Technology AAS 1352		1	1
Exercise Science AAS 1450	2	9	11
Guest Student 9001	1	54	55
Heating, Ventilation, and A. C. (HVAC), A.A.S. 1426		10	10
Heating, Ventilation, and A.C. (HVAC) Tech. Certif 1427		8	8
Industrial Automation Technology 1373	4	11	15
Industrial Automation Technology Certificate 1374		3	3
Info. Tech. Cybersec. AAS 1369	5	17	22
Info. Tech. In. Man. AAS 1368	4	6	10
Info. Tech. Net. Adm, AAS 1367	3	8	11
Information Processing Assistant Certificate 1237		1	1
Information Tech. CER 1366	1	3	4

Liberal Studies Certificate 1105	1	2	3
MACC Direct 8001		3	3
Medical Office Administration 1238	1	14	15
MITransfer Business Concentration ASA 1106C	9	21	30
MITransfer Criminal Justice Concentration ASA 1106B	2	4	6
MITransfer Exercise Science Concentration ASA 1106D	3	7	10
MITransfer Pathway Art Associate of Arts 1130		1	1
MITransfer Pathway Biology Associate of Science 1115		6	6
MITransfer Pathway Business Associate of Science 1125	1	4	5
MITransfer Pathway Criminal Justice Assoc of Scien 1120		3	3
MITransfer Pathway Exercise Science Assoc of Sci 1150		4	4
MITransfer Pathway Psychology Associate of Arts 1110		13	13
MiTransfer Pathway Social Work Associate of Arts 1155		14	14
MITransfer Psychology Concentration ASA 1106A	12	22	34
MITransfer Social Work Concentration ASA 1106E	8	31	39
Nursing Professional Track 1415	17	138	155
Nursing ProTrack (CMich) 1415C		3	3
Nursing ProTrack (Dav. U) 1415B	1	1	2
Nursing ProTrack (Ferris) 1415A	7	57	64
Nursing ProTrack (MTA) 1415F		3	3
Office Administration 1239	1	11	12
Pre Animal Health Technology 1615		1	1
Registered Nursing (ADN) 1400	22	142	164
Selected Courses 1000		8	8
Selected Courses 8000	9	955	964
Skilled Trades 1372		2	2
Skilled Trades - Machinist Certificate 1343	1	1	2
Skilled Trades - Maintenance Mechanic Certificate 1344		3	3
Skilled Trades Journeyman 1372A		1	1
Skilled Trades Machinist 1372B	1	2	3
Skilled Trades Maint.Mech 1372C		2	2
Technical Design in Manufacturing AAS 1320	1	10	11
Welding 1336	7	17	24
Welding Technology Cert 1334	1	3	4
Grand Total	**370**	**2355**	**2725**

B. PAST FIVE-YEAR ENROLLMENT

FYES declined from 949 in 2020-2021 to 821 in 2023-2024, including the sharp decrease in 2021-2022 (11.8%), followed by two comparatively small declines of

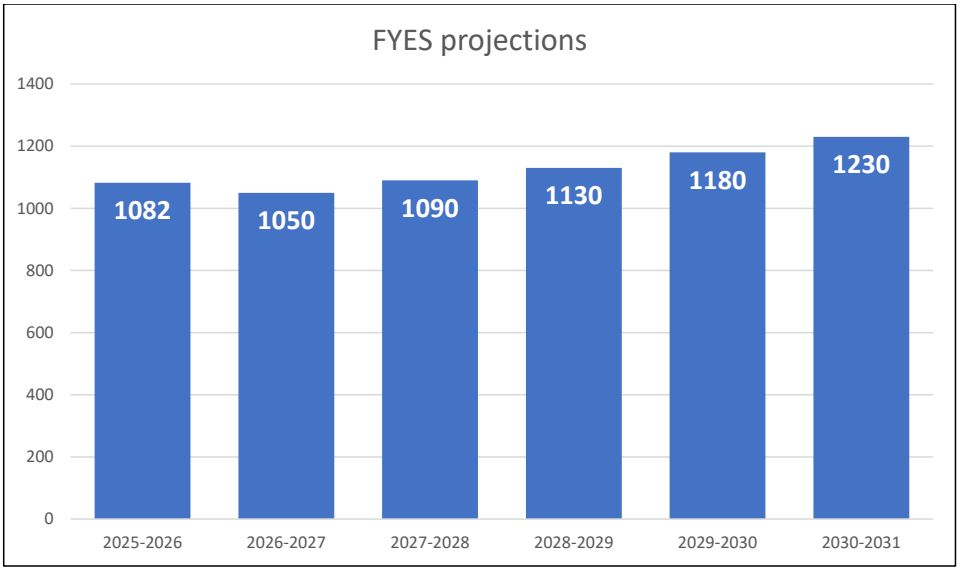
1.2% and 0.7%. That pattern has now reversed. FYES increased to 951 in 2024-2025 (15.8%) and reached 1,082 in 2025-2026 (13.8%), the highest level in the six-year period shown. Since the 2023-2024 low, FYES has grown by 31.8% and now stands 14.0% above 2020-2021. These results indicate sustained enrollment momentum over the past two years. The College's institution-wide enrollment efforts, practices strengthened through implementation of the new strategic plan and strategic enrollment management framework, the work of enrollment staff, and the addition of housing and athletics may have contributed to this growth. Because FYES measures credit-hour activity rather than unduplicated headcount, shifts toward dual-enrolled and other part-time students should continue to be considered when interpreting the trend.



C. PROJECTED FIVE-YEAR ENROLLMENT

MCC anticipates a modest near-term adjustment in fiscal-year equivalent students (FYES), followed by sustained recovery and growth. FYES is projected to decrease 3.0%, from 1,082 in 2025-2026 to 1,050 in 2026-2027, before rising to 1,090 in 2027-2028, 1,130 in 2028-2029, 1,180 in 2029-2030, and 1,230 in 2030-2031. This trajectory represents average annual growth of approximately 4.0% from the projected 2026-2027 level. FYES is expected to exceed the 2025-2026

level by 2027-2028 and reach a new high by 2030-2031, 13.7% above the current level.



Fall 2026 enrollment provides support for this outlook and indicates that the projected near-term decline is primarily associated with changes in student mix rather than broad-based weakness in enrollment. Overall headcount declined from 2,035 to 1,892 students, a decrease of 143 students, or 7.03%. The reduction was concentrated largely in dual enrollment, which decreased from 817 to 664 students, and apprenticeship enrollment, which declined from 112 to 92. By comparison, core enrollment, excluding dual-enrolled, Early College, and apprenticeship students, increased from 1,060 to 1,087, a gain of 27 students, or 2.55%. Early College enrollment also increased, from 46 to 49 students. Enrollment intensity also strengthened. Total contact hours increased 0.60%, from 17,453 to 17,558, despite the decline in overall headcount. Core contact hours rose 4.82%, from 12,083 to 12,665. The share of all students attending full-time increased 4.21 percentage points, from 26.34% to 30.55%, while the full-time share among core students rose 2.84 percentage points, from 44.91% to 47.75%. Collectively, the growth in core headcount, contact hours, and full-time participation demonstrates stronger engagement among MCC's core student population and provides a sound basis for the projected FYES recovery. Because these measures reflect fall enrollment rather than the full fiscal year, continued

monitoring of winter and summer enrollment, retention, and credit-hour production will be important.

MCC's longer-term outlook is further supported by institution-wide enrollment management efforts, expanded athletics, the Fall 2026 opening of on-campus housing, and continued refinement of the strategic enrollment management framework. Investments in the Smith Health Care and STEM Building, student collaboration spaces, the relocation of the Early College campus, and construction-trades programming, including HVAC, have expanded capacity and strengthened the student experience. Together, these initiatives position the College for projected growth to 1,230 FYES by 2030-2031, although actual results will remain influenced by retention, student mix, credit-hour intensity, and regional demographic and economic conditions.

D. CURRENT INSTRUCTIONAL STAFF AND STUDENT

In Fall of 2025 MCC has 31 Full-time instructors and 93 Part-time instructors teaching credit courses and 31 Administrators.
Student-to-faculty ratio = 1:24
Student-to-administrators ratio = 1:65

E. PROJECT STAFFING NEEDS

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.

Montcalm Community College

F. CURRENT AND PROJECTED CLASS SIZE 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 facilities assessment regularly. 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.

Building/Campus/All Assessed Facilities Comparison Report

Montcalm Community College

						Priority Issues Data				0-5 Year Cumulative Data			
Facility	Year Built	Building Area (S.F.)	Pct. of Total S.F.	CRV	Percent of Total CRV	DMB	Percent of Total DMB	FCI	Rating	DMB	Percent of Total DMB	FCI	Rating
All assessed facilities		259,611		$95,524,500		$558,379		0.58%	GOOD	$5,550,318		5.81%	FAIR
Greenville		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%	2.26%	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
Main		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 Buildin	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

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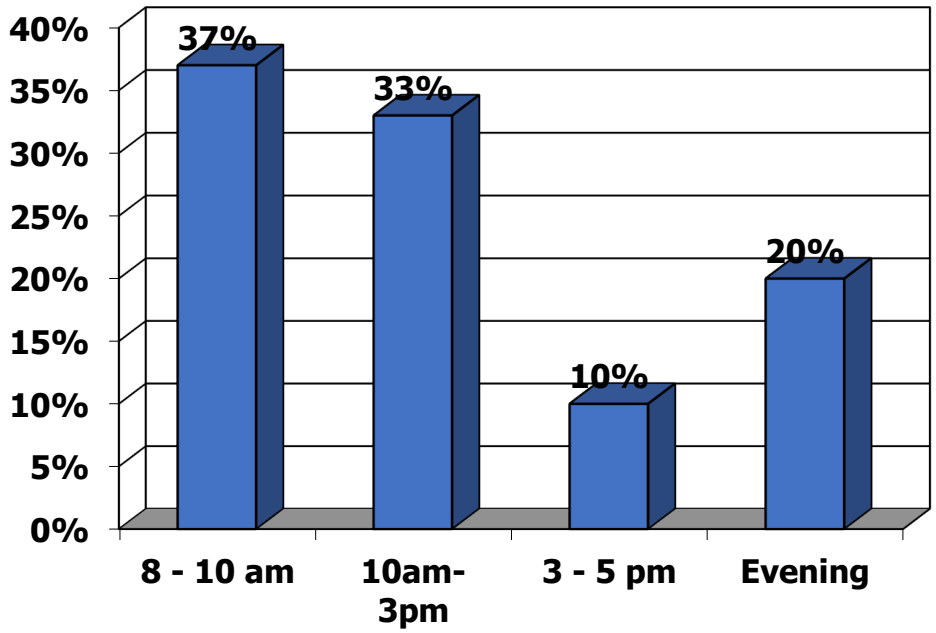
A. Summary description

The links below are to MCC's updated 2025 Facilities Assessment (Condition Report) and DMB Executive Summary.

Report: 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)
According to CBIZ Valuation Group, LLC (CVG), as of December 26, 2025:

Building Name	Current Replacement Building Value	Current TIV (Bldgs+SWTB+Cts)
Activities Building	$ 15,100,000	$ 15,973,000
Kenneth J Smith Building	$ 12,630,000	$ 15,310,000
Les Morford Building	$ 4,651,000	$ 4,889,000
L. R. C. Administration	$ 11,430,000	$ 17,870,000
Instruction North	$ 5,655,000	$ 6,187,000
Power Plant	$ 2,880,000	$ 2,940,000
Farm House	$ 439,000	$ 468,000
Barn Theater	$ 1,250,000	$ 1,560,000
Metal Storage Building	$ 300,000	$ 386,000
New Storage Building	$ 140,000	$ 200,000
Beatrice E Doser Building	$ 14,930,000	$ 17,580,000
Elevated Water Tank - Control Building	$ 1,261,000	$ 1,263,000
Stanley P Ash Life Science	$ 13,780,000	$ 14,938,000
Maintenance Building	$ 1,220,000	$ 1,760,000
Greenhouse	$ 94,300	$ 110,600
Robert Marston Pavillion	$ 14,700	$ 14,700
Ash TLC Building (M-TEC)	$ 8,090,000	$ 9,689,000
Braman Center (Advanced Technology Center)	$ 7,177,000	$ 11,100,000
Greenville Storage Building	$ 370,000	$ 410,000
	$ 101,412,000	$ 122,648,300

F. Utility system condition (i.e. HVAC, water, sewer, electrical)
The current boiler system is adequate and well maintained. Most steam and condensate lines were replaced in fall 2017, which has improved system efficiency, and the chillers are also adequate. Because the College operates its own water tower, its water systems are inspected at appropriate intervals and remain adequate. The college is planning a secondary well in summer 2027 to

serve the new student housing and redundancies for the Sidney campus, along with a metering project for water and electricity. The sewer system is more than adequate and is maintained by a local sewer authority in partnership with the county. On the Greenville campus, electrical upgrades have been made to the Braman Building to support industrial instruction.

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 primarily to age and construction related to the steam pipe replacement project. 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 repairs have taken place as needed over the last couple of years and new steps were added at the Sidney campus. Sidewalk replacement work continues as needed. 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

a. Major capital projects requested from the state

Capital Outlay Major Project Request

Institution Name: **Montcalm Community College**
Project Title: **Student Success Center – Morford Renovation**
Type of Project: **Renovation**
Program Focus: **Academics**
Approximate Square Footage: **11,184**
Total Estimated Cost: **$5,874,525**

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Estimated Start/Completion Dates: **One-year period (Fall to Fall)**
Is the Five–Year Plan posted on the institution's public internet site **X Yes** _ No
Is the requested project the top priority in the Five-Year Capital Outlay Plan? **X** Yes _ No
Is the requested project focused on a single stand-alone facility? **X Yes** _ No



Project Purpose

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Originally constructed in 1969, on Montcalm Community College Sidney campus, the Les Morford Instructional Building, an 11,184-square-foot building, has undergone only minimal updates, including a gender-neutral 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.

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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 support, 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 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*.

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 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.

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Program focus of occupants

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*.

Additional Information

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 on 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 repurpose of the Les Morford Building is the preferred option because it:

- Maximize 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.

B. Impact of Deferred Maintenance

Addressing deferred maintenance through energy-efficient HVAC, building controls, lighting, windows, insulation, plumbing fixtures, and adaptable spaces will reduce operating and maintenance costs, extend facility life, and maximize the continued use of existing infrastructure. While these improvements not only support MCC's long-term financial and environmental stewardship while reducing future capital needs, they are critical to a safe, accessible, secure, and comfortable learning environment.

C. On-going projects financed with State Building Authority

MCC has no current State-funded projects.

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D. Rate of return

The planned building upgrades will provide a positive rate of return by reducing emergency repair and operating costs, preventing disruptions to instruction and residential services, improving energy efficiency and accessibility, and extending the useful life of existing facilities.

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

Although MCC's cumulative deferred-maintenance needs exceed $1,000,000, individual project scopes and schedules for fiscal year 2028-2032 will be finalized through facility assessments, engineering review, and capital planning.

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

Non-routine maintenance for the 2026-202 fiscal year includes the following items: Parking lot repair/replacement, meter for buildings, CMS system installation and secondary well.