

TABLE 1
STATE APPROPRIATIONS

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	\$5,226,563	\$4,931,300	\$4,931,200	\$4,853,400	\$4,537,600	\$5,561,100	\$5,206,300	\$5,209,100	\$5,208,200	\$4,984,300	-4.3%
BAY DE NOC	\$5,057,658	\$4,783,600	\$4,783,500	\$4,709,800	\$4,600,700	\$5,611,000	\$5,241,200	\$5,247,500	\$5,256,300	\$5,040,200	-4.1%
DELTA	\$14,450,752	\$13,247,600	\$13,247,500	\$13,014,200	\$12,197,100	\$14,767,800	\$13,856,100	\$13,858,000	\$13,859,600	\$13,336,200	-3.8%
GLEN OAKS	\$2,540,572	\$2,333,500	\$2,333,400	\$2,290,700	\$2,149,800	\$2,577,400	\$2,417,300	\$2,416,100	\$2,411,400	\$2,320,900	-3.8%
GOGEBIC	\$4,302,469	\$4,093,800	\$4,093,700	\$4,017,700	\$3,739,200	\$4,633,500	\$4,333,800	\$4,331,500	\$4,330,100	\$4,140,500	-4.4%
GRAND RAPIDS	\$18,129,871	\$16,636,100	\$16,636,000	\$16,364,700	\$15,310,600	\$18,526,500	\$17,352,100	\$17,353,100	\$17,355,300	\$16,649,700	-4.1%
HENRY FORD	\$22,148,444	\$20,301,400	\$20,301,300	\$19,947,000	\$18,633,700	\$22,531,500	\$21,060,800	\$21,062,200	\$21,068,500	\$20,145,000	-4.4%
JACKSON	\$12,281,961	\$11,258,700	\$11,258,600	\$11,062,800	\$10,318,700	\$12,473,700	\$11,663,200	\$11,675,100	\$11,689,100	\$11,219,700	-4.0%
KALAMAZOO VALLEY	\$12,532,330	\$11,483,900	\$11,483,800	\$11,273,300	\$10,560,800	\$12,781,600	\$11,980,600	\$11,980,600	\$11,979,200	\$11,522,700	-3.8%
KELLOGG	\$9,909,540	\$9,086,900	\$9,086,800	\$8,941,800	\$8,375,400	\$10,118,600	\$9,475,400	\$9,464,400	\$9,450,200	\$9,047,900	-4.3%
KIRTLAND	\$3,125,026	\$2,861,200	\$2,861,100	\$2,792,600	\$2,623,400	\$3,160,000	\$2,968,200	\$2,971,200	\$2,967,100	\$2,872,900	-3.2%
LAKE MICHIGAN	\$5,432,078	\$4,975,700	\$4,975,600	\$4,883,800	\$4,585,400	\$5,517,900	\$5,169,300	\$5,159,100	\$5,159,300	\$4,937,700	-4.3%
LANSING	\$31,361,118	\$28,747,200	\$28,747,100	\$28,236,900	\$26,398,900	\$31,954,000	\$29,916,000	\$29,919,500	\$29,910,300	\$28,651,900	-4.2%
MACOMB	\$33,382,797	\$30,599,200	\$30,599,100	\$30,062,200	\$28,126,200	\$34,047,300	\$31,858,300	\$31,858,100	\$31,857,000	\$30,490,300	-4.3%
MID MICHIGAN	\$4,575,479	\$4,194,700	\$4,194,600	\$4,133,500	\$3,879,000	\$4,723,700	\$4,430,600	\$4,422,800	\$4,415,300	\$4,266,800	-3.4%
MONROE	\$4,417,152	\$4,051,200	\$4,051,100	\$3,984,800	\$3,742,700	\$4,522,800	\$4,248,200	\$4,246,900	\$4,244,900	\$4,094,000	-3.6%
MONTCALM	\$3,192,474	\$2,932,500	\$2,932,400	\$2,881,000	\$2,693,900	\$3,248,300	\$3,056,600	\$3,057,200	\$3,054,800	\$2,946,800	-3.5%
MOTT	\$15,883,355	\$14,561,400	\$14,561,300	\$14,308,000	\$13,365,100	\$16,162,100	\$15,122,700	\$15,129,700	\$15,144,100	\$14,526,400	-4.1%
MUSKEGON	\$9,180,484	\$8,413,900	\$8,413,800	\$8,233,600	\$7,657,100	\$9,204,600	\$8,597,300	\$8,599,700	\$8,606,200	\$8,256,700	-4.1%
NORTH CENTRAL	\$3,192,087	\$2,908,500	\$2,908,400	\$2,854,000	\$2,672,200	\$3,209,600	\$3,004,700	\$3,003,400	\$2,997,400	\$2,886,500	-3.7%
NORTHWESTERN	\$9,285,469	\$8,526,200	\$8,526,100	\$8,372,000	\$7,805,100	\$9,423,300	\$8,804,400	\$8,804,500	\$8,809,200	\$8,430,300	-4.3%
OAKLAND	\$21,153,961	\$19,390,900	\$19,390,800	\$19,055,500	\$17,860,900	\$21,617,100	\$20,282,600	\$20,280,600	\$20,281,600	\$19,455,900	-4.1%
ST. CLAIR	\$7,120,212	\$6,536,200	\$6,536,100	\$6,427,700	\$6,032,700	\$7,304,900	\$6,854,600	\$6,852,900	\$6,834,300	\$6,534,100	-4.4%
SCHOOLCRAFT	\$12,473,201	\$11,432,300	\$11,432,200	\$11,227,900	\$10,487,600	\$12,680,600	\$11,894,300	\$11,890,500	\$11,891,300	\$11,477,300	-3.5%
SOUTHWESTERN	\$6,791,248	\$6,217,000	\$6,216,900	\$6,092,800	\$5,703,300	\$6,875,500	\$6,427,600	\$6,429,200	\$6,432,900	\$6,143,700	-4.5%
WASHTENAW	\$12,692,456	\$11,639,600	\$11,639,500	\$11,442,300	\$10,786,600	\$13,058,100	\$12,289,300	\$12,276,300	\$12,266,500	\$11,827,300	-3.6%
WAYNE COUNTY	\$16,816,331	\$14,972,600	\$14,972,500	\$14,982,100	\$13,998,900	\$17,116,500	\$16,022,500	\$16,036,100	\$16,056,500	\$15,425,900	-4.0%
WEST SHORE	\$2,433,506	\$2,232,700	\$2,232,600	\$2,206,300	\$2,077,000	\$2,494,800	\$2,346,500	\$2,345,200	\$2,343,900	\$2,248,900	-4.1%
STATE TOTAL	\$309,088,594	\$283,349,800	\$283,347,000	\$278,652,400	\$260,919,600	\$315,903,800	\$295,880,500	\$295,880,500	\$295,880,500	\$283,880,500	-4.1%

TABLE 1 (continued)
STATE APPROPRIATIONS FOOTNOTES

FY	AUTHORITY	AMOUNT	REASON
1999-2000	Public Act 109 of 1990 Public Act 291 of 2000	\$368,458 \$8,798,800	Reimbursement to community colleges for revenue lost due to renaissance zones. Supplemental appropriation for infrastructure, technology, equipment, and maintenance.
2000-2001	Public Act 272 of 2000 Public Act 272 of 2000	\$483,131 \$10,000,000	Reimbursement to community colleges for revenue lost due to renaissance zones. Postsecondary access student scholarship program.
2001-2002	Public Act 52 of 2001 Public Act 52 of 2001 Public Act 530 of 2001 Public Act 560 of 2001 Public Act 746 of 2001 Executive Order 2001-9	\$400,000 \$5,000,000 \$66,000 \$205,100 (\$1,655,200) (\$3,000,000)	Reimbursement to community colleges for revenue lost due to renaissance zones. Postsecondary access student scholarship program. These amounts are not included in Table 1. Reimbursement to community colleges for revenue lost due to renaissance zones. Reimbursement to community colleges for revenue lost due to renaissance zones. Postsecondary access student scholarship program. Postsecondary access student scholarship program.
2002-2003	Public Act 161 of 2002 Public Act 161 of 2002 Executive Order 2002-22 Public Act 746 of 2002 Executive Order 2003-3 Public Act 146 of 2003	\$536,000 \$2,000,000 (\$7,993,308) \$1,595,983 (\$4,788,100) \$1,077,700	Reimbursement to community colleges for revenue lost due to renaissance zones. Postsecondary access student scholarship program. Reductions of \$7,900,850 in Operations and \$92,458 in At Risk. Supplemental appropriations of \$1,577,522 in Operations and \$18,461 in At Risk. Reductions of \$4,732,700 in Operations and \$55,400 in At Risk. Tuition Restraint Incentive payments made in FY 2004 but considered a supplemental for 2002-03.
2003-2004	Public Act 146 of 2003 Executive Order 2003-23 Public Act 358 of 2004	\$1,750,000 (\$12,434,500) \$8,521,200	Reimbursement to community colleges for revenue lost due to renaissance zones. Reduction in FY 04 operations. Tuition Restraint Incentive payments made in FY 2005 but considered a supplemental for 2003-04.
2004-2005	Public Act 358 of 2004 Public Act 358 of 2004 Executive Order 2005-7 Public Act 11 of 2005	\$2,400,000 \$17,036,800 (\$4,919,600) \$4,919,600	Reimbursement to community colleges for revenue lost due to renaissance zones. Tuition Restraint Incentive payments to be made in FY 2005. Executive order reduction. Supplemental appropriations.
2005-2006	Public Act 154 of 2005	\$2,900,000	Reimbursement to community colleges for revenue lost due to renaissance zones.
2006-2007	Public Act 341 of 2006 Public Act 17 of 2007 Executive Order 2007-3	\$3,200,000 (\$12,879,900) (\$12,879,900)	Reimbursement to community colleges for revenue lost due to renaissance zones. Sec. 106 Community Colleges Operations - Payment Delay. Payment could not accrue to FY2007 per language, due to GAAP requirements. B.5 Community Colleges - Delayed Payments. Payment could not accrue to FY2007 per language due to GAAP requirements.
2007-2008	Public Act 120 of 2007 Public Act 120 of 2007 Public Act 279 of 2008	\$3,025,000 \$25,759,800 \$10,000	Reimbursement to community colleges for revenue lost due to renaissance zones. Sec. 211(2) One-Time Supplemental payment to Community Colleges in 2007-08 for delayed 2006-2007 payments (ref. EO 2007-3, and Sec. 106 of Supplemental appropriation to fully fund community colleges for revenue lost due to renaissance zones.
2008-2009	Public Act 255 of 2008	\$3,480,000	Reimbursement to community colleges for revenue lost due to renaissance zones. Application of GASB reporting requirements to the delayed payment revenue recognition created variances among the colleges.
2009-2010	Public Act 111 of 2009	\$3,480,000	Reimbursement to community colleges for revenue lost due to renaissance zones. Application of GASB reporting requirements to the delayed payment revenue recognition created variances among the colleges.
2010-2011	Public Act 165 of 2010	\$3,322,700	Sec. 103 Grants At-Risk Student Appropriation.
2011-2012	Public Act 62 of 2011	(\$3,322,700)	At-Risk Student Success grants appropriations rolled into institutional state appropriations.

TABLE 2
STATE AID REVENUE PER FYES

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$3,820	\$3,721	\$4,115	\$3,949	\$3,455	\$3,947	\$3,671	\$3,439	\$3,549	3.2%
BAY DE NOC	\$2,875	\$2,532	\$2,829	\$2,968	\$2,871	\$3,454	\$3,030	\$2,606	\$2,529	-3.0%
DELTA	\$2,263	\$2,014	\$1,992	\$1,961	\$1,695	\$2,088	\$1,855	\$1,700	\$1,729	1.7%
GLEN OAKS	\$2,568	\$2,226	\$2,563	\$2,668	\$2,426	\$2,808	\$2,121	\$1,986	\$2,357	18.6%
GOGEBIC	\$5,858	\$5,752	\$6,267	\$6,258	\$5,760	\$5,764	\$5,334	\$4,693	\$4,446	-5.3%
GRAND RAPIDS	\$2,108	\$1,826	\$1,833	\$1,717	\$1,383	\$1,803	\$1,609	\$1,418	\$1,398	-1.4%
HENRY FORD	\$2,820	\$2,488	\$2,464	\$2,410	\$2,002	\$2,332	\$1,895	\$1,625	\$1,580	-2.8%
JACKSON	\$3,841	\$3,244	\$3,134	\$3,122	\$2,540	\$2,905	\$2,433	\$1,998	\$2,122	6.2%
KALAMAZOO VALLEY	\$2,105	\$1,829	\$1,848	\$1,774	\$1,507	\$1,886	\$1,673	\$1,520	\$1,473	1.3%
KELLOGG	\$2,818	\$2,474	\$2,663	\$2,637	\$2,283	\$2,782	\$2,558	\$2,239	\$2,195	-2.0%
KIRTLAND	\$2,935	\$2,386	\$2,524	\$2,612	\$2,075	\$2,606	\$2,399	\$1,966	\$2,140	8.9%
LAKE MICHIGAN	\$2,452	\$1,735	\$2,087	\$2,211	\$1,941	\$2,567	\$2,195	\$1,666	\$1,642	-1.4%
LANSING	\$2,791	\$2,644	\$2,692	\$2,504	\$2,099	\$2,661	\$2,283	\$2,077	\$2,042	-1.7%
MACOMB	\$2,581	\$2,350	\$2,401	\$2,261	\$1,904	\$2,357	\$2,069	\$1,899	\$1,912	0.7%
MID MICHIGAN	\$2,569	\$2,108	\$2,000	\$1,870	\$1,533	\$1,744	\$1,437	\$1,231	\$1,219	-1.0%
MONROE	\$1,982	\$1,661	\$1,642	\$1,540	\$1,258	\$1,652	\$1,472	\$1,391	\$1,454	4.5%
MONTCALM	\$3,515	\$2,797	\$2,491	\$2,170	\$1,486	\$1,766	\$2,178	\$2,035	\$2,265	11.3%
MOTT	\$2,463	\$2,331	\$2,389	\$2,281	\$1,957	\$2,175	\$2,051	\$1,742	\$1,862	6.9%
MUSKEGON	\$2,905	\$2,521	\$2,710	\$2,741	\$2,746	\$2,862	\$2,660	\$2,378	\$2,403	1.1%
NORTH CENTRAL	\$2,543	\$2,259	\$2,311	\$2,150	\$1,910	\$2,173	\$1,772	\$1,581	\$1,894	19.8%
NORTHWESTERN	\$3,268	\$2,862	\$2,621	\$2,524	\$2,200	\$2,759	\$2,823	\$2,481	\$2,397	-3.4%
OAKLAND	\$1,457	\$1,272	\$1,299	\$1,248	\$1,016	\$1,339	\$1,165	\$1,012	\$1,021	0.9%
ST. CLAIR	\$2,440	\$2,104	\$2,273	\$2,221	\$1,933	\$2,350	\$1,976	\$1,740	\$1,856	6.7%
SCHOOLCRAFT	\$1,965	\$1,662	\$1,695	\$1,549	\$1,221	\$1,551	\$1,343	\$1,226	\$1,228	0.2%
SOUTHWESTERN	\$3,738	\$3,572	\$3,939	\$3,783	\$3,961	\$4,349	\$3,819	\$3,076	\$2,814	-8.5%
WASHTENAW	\$1,696	\$1,511	\$1,579	\$1,467	\$1,190	\$1,639	\$1,385	\$1,217	\$1,290	6.0%
WAYNE COUNTY	\$2,400	\$2,020	\$2,061	\$1,969	\$1,553	\$1,504	\$1,333	\$1,241	\$1,328	7.0%
WEST SHORE	\$2,790	\$2,385	\$2,489	\$2,436	\$2,309	\$2,497	\$2,433	\$2,139	\$2,299	7.5%
STATE AGGREGATE	\$2,425	\$2,137	\$2,183	\$2,089	\$1,762	\$2,126	\$1,867	\$1,656	\$1,683	1.6%
STATE AVERAGE	\$2,770	\$2,439	\$2,533	\$2,464	\$2,151	\$2,511	\$2,251	\$1,976	\$2,018	2.1%

**TABLE 3
PROPERTY TAX REVENUE**

	2002-03	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$2,032,327	\$2,208,896	\$2,296,268	\$2,417,352	\$2,508,049	\$2,603,627	\$2,743,452	\$2,676,167	-2.5%
BAY DE NOC	\$1,738,292	\$1,810,096	\$1,953,470	\$2,036,492	\$2,101,477	\$2,130,492	\$2,227,050	\$2,219,760	-0.3%
DELTA	\$20,544,549	\$21,777,189	\$22,414,367	\$19,664,823	\$18,409,309	\$23,519,928	\$23,785,690	\$23,112,542	-2.9%
GLEN OAKS	\$3,864,608	\$3,998,308	\$4,576,940	\$4,598,234	\$4,858,461	\$5,099,328	\$5,248,542	\$5,205,134	-0.8%
GOGEBIC	\$976,987	\$1,055,695	\$1,096,818	\$1,142,337	\$1,214,527	\$1,252,372	\$1,342,431	\$1,333,863	-0.6%
GRAND RAPIDS	\$23,779,040	\$25,867,759	\$27,386,893	\$29,235,590	\$30,660,393	\$31,178,162	\$31,213,566	\$29,492,923	-5.5%
HENRY FORD	\$10,893,431	\$11,619,289	\$14,290,409	\$14,185,475	\$14,463,223	\$14,552,521	\$13,006,665	\$12,090,099	-7.1%
JACKSON	\$3,810,979	\$4,428,375	\$4,603,595	\$4,782,657	\$5,115,385	\$5,150,851	\$5,219,325	\$4,965,858	-4.9%
KALAMAZOO VALLEY	\$13,961,330	\$16,174,396	\$17,041,556	\$17,940,039	\$19,175,756	\$19,692,463	\$19,907,824	\$19,214,906	-3.5%
KELLOGG	\$8,582,199	\$9,114,148	\$9,418,372	\$9,816,168	\$10,251,358	\$10,692,036	\$10,799,997	\$10,363,515	-4.2%
KIRTLAND	\$4,897,980	\$5,344,818	\$5,620,109	\$5,867,136	\$6,255,899	\$6,462,313	\$6,649,661	\$6,792,129	2.1%
LAKE MICHIGAN	\$9,735,277	\$10,973,049	\$11,735,503	\$12,357,052	\$13,360,678	\$14,098,914	\$15,068,324	\$14,850,019	-1.5%
LANSING	\$32,590,694	\$36,106,835	\$38,133,388	\$39,394,072	\$41,722,075	\$42,147,127	\$41,681,996	\$40,359,554	-3.3%
MACOMB	\$35,741,579	\$39,033,176	\$41,050,394	\$43,554,029	\$45,929,960	\$45,866,150	\$44,369,200	\$39,782,320	-11.5%
MID MICHIGAN	\$1,744,176	\$1,885,260	\$2,003,811	\$2,101,514	\$2,208,220	\$2,320,946	\$2,393,167	\$2,329,761	-2.7%
MONROE	\$10,939,320	\$11,684,119	\$12,259,020	\$12,864,794	\$13,468,676	\$13,698,172	\$13,234,336	\$12,474,877	-6.1%
MONTCALM	\$4,542,282	\$4,612,646	\$4,871,794	\$5,143,813	\$5,420,165	\$5,618,068	\$5,810,374	\$5,578,988	-4.1%
MOTT	\$19,225,971	\$20,989,013	\$22,023,933	\$23,418,678	\$24,151,850	\$24,314,959	\$31,335,431	\$27,258,403	-15.0%
MUSKEGON	\$7,567,685	\$8,373,975	\$8,749,398	\$9,277,215	\$9,696,789	\$9,963,061	\$10,188,322	\$9,808,691	-3.9%
NORTH CENTRAL	\$4,163,371	\$4,587,411	\$4,856,249	\$5,123,017	\$5,718,501	\$5,912,277	\$6,078,645	\$5,757,864	-5.3%
NORTHWESTERN	\$6,617,368	\$7,335,917	\$7,745,330	\$8,345,863	\$8,860,932	\$9,215,973	\$9,530,218	\$9,349,702	-1.9%
OAKLAND	\$79,213,789	\$85,557,465	\$89,673,237	\$96,075,189	\$98,852,768	\$98,787,177	\$94,265,848	\$82,991,098	-13.6%
ST. CLAIR	\$8,271,894	\$8,945,783	\$9,492,715	\$9,785,321	\$10,395,943	\$10,615,515	\$11,456,975	\$10,571,651	-8.4%
SCHOOLCRAFT	\$21,724,264	\$24,022,492	\$25,342,050	\$26,799,354	\$28,020,503	\$27,588,752	\$26,422,271	\$23,885,854	-10.6%
SOUTHWESTERN	\$3,533,824	\$3,834,808	\$3,972,225	\$4,176,196	\$4,441,449	\$4,600,727	\$4,847,142	\$4,790,804	-1.2%
WASHTENAW	\$38,033,617	\$42,335,874	\$45,093,110	\$47,928,867	\$51,137,437	\$50,783,182	\$49,905,186	\$46,345,019	-7.1%
WAYNE COUNTY	\$60,738,639	\$65,617,962	\$67,135,607	\$71,346,222	\$74,916,900	\$73,469,100	\$71,221,802	\$63,433,130	-12.3%
WEST SHORE	\$4,070,094	\$4,552,593	\$4,859,854	\$5,113,275	\$5,576,498	\$5,634,716	\$5,694,178	\$5,878,793	3.2%
STATE TOTAL	\$443,535,566	\$483,847,347	\$509,696,415	\$534,490,774	\$558,893,181	\$566,968,909	\$565,647,618	\$522,913,424	-7.55%

TABLE 4
PROPERTY TAX REVENUE PER FYES

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$1,516	\$1,631	\$1,828	\$1,883	\$1,946	\$1,806	\$1,863	\$1,839	\$1,821	-1.0%
BAY DE NOC	\$1,009	\$957	\$1,094	\$1,245	\$1,341	\$1,311	\$1,246	\$1,121	\$1,068	-4.7%
DELTA	\$3,253	\$3,317	\$3,326	\$3,375	\$2,957	\$2,621	\$3,173	\$2,940	\$2,883	-1.9%
GLEN OAKS	\$3,919	\$3,959	\$4,303	\$5,289	\$5,438	\$5,292	\$4,473	\$4,315	\$4,871	12.9%
GOGEBIC	\$1,359	\$1,505	\$1,658	\$1,723	\$1,627	\$1,664	\$1,563	\$1,474	\$1,369	-7.1%
GRAND RAPIDS	\$2,765	\$2,765	\$2,763	\$2,821	\$2,911	\$3,004	\$2,914	\$2,570	\$2,376	-7.5%
HENRY FORD	\$1,401	\$1,419	\$1,389	\$1,726	\$1,650	\$1,508	\$1,320	\$1,011	\$907	-10.3%
JACKSON	\$1,207	\$1,200	\$1,254	\$1,301	\$1,228	\$1,202	\$1,086	\$903	\$901	-0.2%
KALAMAZOO VALLEY	\$2,374	\$2,505	\$2,568	\$2,682	\$2,700	\$2,849	\$2,771	\$2,545	\$2,469	-3.0%
KELLOGG	\$2,487	\$2,539	\$2,654	\$2,804	\$2,845	\$2,866	\$2,937	\$2,596	\$2,405	-7.4%
KIRTLAND	\$4,854	\$4,590	\$4,859	\$5,460	\$5,313	\$5,379	\$5,453	\$4,600	\$4,898	6.5%
LAKE MICHIGAN	\$4,562	\$3,783	\$4,697	\$5,391	\$5,738	\$6,395	\$6,173	\$5,007	\$4,727	-5.6%
LANSING	\$2,926	\$3,286	\$3,324	\$3,372	\$3,305	\$3,491	\$3,232	\$2,909	\$2,755	-5.3%
MACOMB	\$2,780	\$2,942	\$3,004	\$3,071	\$3,119	\$3,187	\$2,987	\$2,652	\$2,387	-10.0%
MID MICHIGAN	\$1,008	\$932	\$934	\$930	\$911	\$842	\$778	\$687	\$643	-6.4%
MONROE	\$5,037	\$4,845	\$4,738	\$4,812	\$4,883	\$5,034	\$4,868	\$4,441	\$4,273	-3.8%
MONTCALM	\$5,127	\$4,572	\$3,859	\$3,790	\$3,106	\$3,008	\$4,103	\$3,966	\$4,137	4.3%
MOTT	\$2,987	\$3,277	\$3,367	\$3,482	\$3,668	\$3,247	\$3,289	\$3,603	\$3,328	-7.6%
MUSKEGON	\$2,457	\$2,561	\$2,698	\$2,943	\$3,072	\$3,316	\$3,111	\$2,844	\$2,739	-3.7%
NORTH CENTRAL	\$3,481	\$3,639	\$3,720	\$3,783	\$3,831	\$4,017	\$3,620	\$3,321	\$3,639	9.6%
NORTHWESTERN	\$2,369	\$2,412	\$2,240	\$2,351	\$2,530	\$2,629	\$2,997	\$2,724	\$2,544	-6.6%
OAKLAND	\$5,521	\$5,524	\$5,648	\$5,868	\$6,163	\$6,167	\$5,716	\$4,738	\$4,179	-11.8%
ST. CLAIR	\$2,879	\$2,896	\$3,072	\$3,302	\$3,400	\$3,395	\$3,117	\$2,962	\$2,871	-3.1%
SCHOOLCRAFT	\$3,476	\$3,412	\$3,525	\$3,509	\$3,461	\$3,462	\$3,148	\$2,754	\$2,467	-10.4%
SOUTHWESTERN	\$2,003	\$2,219	\$2,436	\$2,502	\$2,973	\$2,870	\$2,800	\$2,375	\$2,096	-11.7%
WASHTENAW	\$5,168	\$5,403	\$5,698	\$5,813	\$5,951	\$6,495	\$5,791	\$4,998	\$4,872	-2.5%
WAYNE COUNTY	\$8,770	\$8,627	\$8,618	\$8,545	\$7,659	\$6,895	\$5,895	\$5,332	\$5,032	-5.6%
WEST SHORE	\$4,939	\$4,921	\$5,241	\$5,654	\$5,896	\$6,455	\$6,377	\$5,539	\$5,765	4.1%
STATE AGGREGATE	\$3,528	\$3,603	\$3,689	\$3,822	\$3,839	\$3,822	\$3,606	\$3,191	\$2,965	-7.1%
STATE AVERAGE	\$3,273	\$3,273	\$3,376	\$3,551	\$3,558	\$3,586	\$3,457	\$3,099	\$3,015	-2.7%

**TABLE 5
TUITION AND FEE REVENUE**

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$3,620,793	\$4,420,412	\$4,611,601	\$4,631,006	\$4,964,824	\$5,790,507	\$5,902,256	\$6,615,854	\$6,729,200	1.7%
BAY DE NOC	\$4,263,929	\$4,839,255	\$4,607,637	\$4,784,563	\$5,198,044	\$5,971,381	\$6,554,622	\$8,192,241	\$8,901,036	8.7%
DELTA	\$15,761,449	\$23,261,484	\$23,522,396	\$23,807,295	\$25,948,195	\$28,106,760	\$29,471,109	\$31,956,581	\$32,285,052	1.0%
GLEN OAKS	\$2,397,188	\$2,541,432	\$2,370,345	\$2,441,989	\$2,486,926	\$2,949,355	\$3,404,521	\$4,316,958	\$4,073,224	-5.4%
GOGEBIC	\$1,780,861	\$1,954,085	\$1,909,479	\$2,103,354	\$2,507,103	\$2,715,280	\$3,060,500	\$3,678,561	\$4,166,119	13.3%
GRAND RAPIDS	\$23,237,077	\$26,668,826	\$29,751,698	\$33,350,809	\$36,608,481	\$40,389,594	\$43,739,122	\$52,179,526	\$57,470,464	10.1%
HENRY FORD	\$24,875,821	\$27,922,981	\$32,019,783	\$31,494,322	\$33,620,310	\$38,570,016	\$45,420,639	\$56,040,314	\$58,781,735	4.9%
JACKSON	\$9,907,070	\$11,732,001	\$12,945,477	\$14,204,249	\$17,015,674	\$19,537,427	\$21,982,018	\$27,913,565	\$29,122,150	4.3%
KALAMAZOO VALLEY	\$10,400,655	\$11,601,339	\$12,454,809	\$13,172,315	\$14,995,938	\$16,059,380	\$16,774,609	\$20,057,835	\$21,086,458	5.1%
KELLOGG	\$8,616,486	\$9,589,081	\$9,953,640	\$9,906,516	\$10,954,868	\$12,207,350	\$12,314,489	\$14,962,141	\$15,374,953	2.8%
KIRTLAND	\$3,088,887	\$3,891,825	\$4,322,460	\$4,429,296	\$5,007,115	\$5,166,814	\$5,357,717	\$6,494,680	\$6,370,902	-1.9%
LAKE MICHIGAN	\$4,974,196	\$6,165,601	\$6,630,085	\$7,186,213	\$8,499,234	\$7,778,654	\$8,944,402	\$10,491,005	\$11,866,692	13.1%
LANSING	\$26,095,448	\$27,103,801	\$31,134,402	\$37,223,761	\$40,160,599	\$45,172,683	\$47,915,880	\$51,316,887	\$55,907,849	8.9%
MACOMB	\$29,125,588	\$29,382,578	\$31,400,661	\$34,733,266	\$37,960,847	\$39,508,124	\$44,006,896	\$49,368,705	\$54,165,503	9.7%
MID MICHIGAN	\$5,450,221	\$6,453,064	\$7,652,024	\$8,280,568	\$9,395,640	\$11,348,587	\$13,987,173	\$17,447,820	\$19,096,272	9.4%
MONROE	\$4,113,045	\$4,869,449	\$5,365,456	\$5,725,284	\$6,216,159	\$6,932,511	\$7,569,270	\$9,311,288	\$9,457,675	1.6%
MONTCALM	\$2,367,632	\$3,051,329	\$3,605,339	\$4,225,980	\$5,422,411	\$5,561,266	\$4,862,849	\$5,484,833	\$5,371,865	-2.1%
MOTT	\$21,301,026	\$22,486,000	\$22,809,215	\$24,444,941	\$25,321,353	\$27,650,338	\$30,423,884	\$36,257,663	\$39,844,283	9.9%
MUSKEGON	\$6,669,985	\$7,811,436	\$8,008,637	\$8,733,794	\$9,857,152	\$10,755,150	\$11,605,305	\$13,498,923	\$14,531,423	7.6%
NORTH CENTRAL	\$2,720,059	\$3,244,789	\$3,383,880	\$3,985,363	\$4,442,255	\$4,767,989	\$5,378,542	\$6,492,503	\$7,286,199	12.2%
NORTHWESTERN	\$10,478,158	\$12,614,198	\$13,340,839	\$13,938,531	\$14,474,378	\$15,175,794	\$16,864,981	\$19,199,480	\$21,147,636	10.1%
OAKLAND	\$30,695,200	\$33,712,810	\$35,656,095	\$36,406,323	\$37,483,181	\$39,298,139	\$42,988,811	\$48,463,303	\$55,399,573	14.3%
ST. CLAIR	\$7,683,703	\$8,216,355	\$8,041,119	\$8,484,530	\$9,512,725	\$11,182,626	\$12,939,276	\$14,818,275	\$14,185,249	-4.3%
SCHOOLCRAFT	\$17,160,531	\$20,037,844	\$20,923,643	\$23,228,613	\$25,473,354	\$27,700,444	\$30,649,430	\$35,348,937	\$37,688,104	6.6%
SOUTHWESTERN	\$4,327,404	\$4,574,531	\$4,740,594	\$5,176,248	\$5,279,889	\$6,369,708	\$9,847,968	\$9,847,968	\$11,836,640	20.2%
WASHTENAW	\$16,978,733	\$19,545,541	\$20,000,125	\$21,395,863	\$22,889,002	\$23,229,059	\$27,186,456	\$32,003,958	\$33,602,081	5.0%
WAYNE COUNTY	\$15,418,252	\$15,323,057	\$17,053,830	\$19,567,155	\$22,854,318	\$29,950,664	\$35,039,631	\$40,464,885	\$45,680,353	12.8%
WEST SHORE	\$1,865,981	\$2,079,372	\$2,210,093	\$2,375,289	\$2,496,787	\$2,518,616	\$2,656,019	\$3,109,533	\$3,237,639	4.1%
STATE TOTAL	\$315,375,378	\$355,094,476	\$380,425,362	\$409,437,436	\$447,046,762	\$492,364,216	\$546,848,375	\$635,334,222	\$684,666,329	7.8%

**TABLE 6
TUITION AND FEE REVENUE PER FYES**

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$2,519	\$2,700	\$3,475	\$3,817	\$3,797	\$3,996	\$4,169	\$4,223	\$4,207	\$4,579	8.8%
BAY DE NOC	\$2,329	\$2,476	\$2,606	\$2,784	\$3,050	\$3,423	\$3,724	\$3,833	\$4,123	\$4,283	3.0%
DELTA	\$2,360	\$2,495	\$3,661	\$3,593	\$3,585	\$3,901	\$4,001	\$3,976	\$3,930	\$4,027	2.5%
GLEN OAKS	\$2,240	\$2,431	\$2,487	\$2,551	\$2,822	\$2,941	\$3,213	\$2,987	\$3,549	\$3,812	7.4%
GOGEBIC	\$2,364	\$2,477	\$2,882	\$2,999	\$3,305	\$3,571	\$3,720	\$3,818	\$4,038	\$4,277	5.9%
GRAND RAPIDS	\$2,489	\$2,702	\$3,003	\$3,178	\$3,435	\$3,646	\$3,958	\$4,088	\$4,296	\$4,630	7.7%
HENRY FORD	\$3,265	\$3,200	\$3,555	\$3,829	\$3,803	\$3,910	\$4,021	\$4,119	\$4,358	\$4,410	1.2%
JACKSON	\$2,740	\$3,137	\$3,504	\$3,665	\$4,014	\$4,370	\$4,591	\$4,633	\$4,832	\$5,286	9.4%
KALAMAZOO VALLEY	\$1,793	\$1,769	\$1,922	\$1,977	\$2,073	\$2,257	\$2,386	\$2,360	\$2,564	\$2,710	5.7%
KELLOGG	\$2,445	\$2,497	\$2,736	\$2,898	\$2,949	\$3,174	\$3,412	\$3,383	\$3,408	\$3,571	4.8%
KIRTLAND	\$2,864	\$3,061	\$3,528	\$3,930	\$4,303	\$4,534	\$4,442	\$4,521	\$4,492	\$4,595	2.3%
LAKE MICHIGAN	\$2,255	\$2,331	\$2,283	\$2,838	\$3,301	\$3,947	\$3,723	\$3,916	\$3,486	\$3,777	8.3%
LANSING	\$2,230	\$2,343	\$2,584	\$2,866	\$3,291	\$3,369	\$3,779	\$3,675	\$3,579	\$3,817	3.9%
MACOMB	\$2,184	\$2,266	\$2,325	\$2,417	\$2,598	\$2,719	\$2,742	\$2,866	\$2,951	\$3,251	10.1%
MID MICHIGAN	\$2,975	\$3,149	\$3,351	\$3,789	\$3,842	\$4,072	\$4,326	\$4,688	\$5,008	\$5,271	5.3%
MONROE	\$1,945	\$1,894	\$2,098	\$2,176	\$2,248	\$2,360	\$2,591	\$2,690	\$3,020	\$3,239	7.3%
MONTCALM	\$2,609	\$2,672	\$3,061	\$3,017	\$3,287	\$3,274	\$3,087	\$3,552	\$3,744	\$3,983	6.4%
MOTT	\$3,319	\$3,310	\$3,695	\$3,659	\$3,865	\$3,966	\$3,718	\$4,115	\$4,170	\$4,864	16.7%
MUSKEGON	\$2,025	\$2,166	\$2,459	\$2,580	\$2,938	\$3,264	\$3,678	\$3,624	\$3,768	\$4,058	7.7%
NORTH CENTRAL	\$2,137	\$2,274	\$2,713	\$2,744	\$3,104	\$3,322	\$3,350	\$3,293	\$3,547	\$4,603	29.8%
NORTHWESTERN	\$3,419	\$3,752	\$4,417	\$4,073	\$4,231	\$4,389	\$4,502	\$5,484	\$5,487	\$5,755	4.9%
OAKLAND	\$1,932	\$2,139	\$2,297	\$2,354	\$2,383	\$2,404	\$2,452	\$2,488	\$2,436	\$2,790	14.5%
ST. CLAIR	\$2,610	\$2,674	\$2,766	\$2,762	\$2,951	\$3,306	\$3,652	\$3,799	\$3,831	\$3,852	5.9%
SCHOOLCRAFT	\$2,743	\$2,746	\$3,029	\$3,070	\$3,216	\$3,290	\$3,422	\$3,497	\$3,684	\$3,892	1.6%
SOUTHWESTERN	\$2,219	\$2,453	\$2,772	\$3,011	\$3,260	\$3,758	\$4,116	\$4,398	\$4,826	\$5,178	7.3%
WASHTENAW	\$2,294	\$2,307	\$2,642	\$2,692	\$2,758	\$2,842	\$2,950	\$3,100	\$3,188	\$3,533	10.8%
WAYNE COUNTY	\$2,040	\$2,226	\$2,114	\$2,240	\$2,490	\$2,453	\$2,757	\$2,811	\$3,029	\$3,624	19.6%
WEST SHORE	\$2,014	\$2,265	\$2,409	\$2,544	\$2,764	\$2,879	\$2,915	\$3,006	\$3,025	\$3,175	5.0%
STATE AGGREGATE	\$2,397	\$2,509	\$2,780	\$2,901	\$3,070	\$3,211	\$3,367	\$3,461	\$3,574	\$3,882	8.6%
STATE AVERAGE	\$2,441	\$2,568	\$2,871	\$3,002	\$3,202	\$3,405	\$3,550	\$3,677	\$3,806	\$4,102	7.8%

**TABLE 7
TOTAL REVENUE PER FYES**

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$9,170	\$10,118	\$10,054	\$9,893	\$10,345	\$10,149	\$9,743	\$10,163	4.3%
BAY DE NOC	\$6,335	\$7,074	\$7,717	\$8,103	\$9,193	\$8,714	\$8,298	\$8,323	0.3%
DELTA	\$9,506	\$9,420	\$9,511	\$9,146	\$9,342	\$9,423	\$8,884	\$8,854	-0.3%
GLEN OAKS	\$8,713	\$9,510	\$10,931	\$10,988	\$11,431	\$9,647	\$9,920	\$11,102	11.9%
GOGEBIC	\$10,562	\$11,687	\$11,814	\$11,424	\$11,635	\$11,122	\$10,597	\$10,710	1.1%
GRAND RAPIDS	\$8,042	\$8,231	\$8,500	\$8,498	\$9,393	\$9,126	\$8,643	\$8,803	1.9%
HENRY FORD	\$7,764	\$7,900	\$8,214	\$7,836	\$8,159	\$7,575	\$7,178	\$7,030	-2.1%
JACKSON	\$8,605	\$8,712	\$8,979	\$8,695	\$9,302	\$8,785	\$8,217	\$8,835	7.5%
KALAMAZOO VALLEY	\$6,373	\$6,570	\$6,776	\$6,812	\$7,536	\$7,093	\$6,850	\$6,915	0.9%
KELLOGG	\$7,950	\$8,522	\$8,767	\$8,721	\$9,474	\$9,317	\$8,525	\$8,500	-0.3%
KIRTLAND	\$11,412	\$12,241	\$13,379	\$13,019	\$13,482	\$13,499	\$11,977	\$12,148	1.4%
LAKE MICHIGAN	\$8,077	\$10,822	\$11,343	\$12,232	\$13,350	\$12,889	\$10,806	\$10,773	-0.3%
LANSING	\$8,854	\$9,263	\$9,532	\$9,111	\$10,324	\$9,535	\$8,854	\$8,914	0.7%
MACOMB	\$7,827	\$8,083	\$8,284	\$8,219	\$8,708	\$8,284	\$7,833	\$7,701	-1.7%
MID MICHIGAN	\$6,496	\$6,873	\$6,804	\$6,805	\$7,144	\$7,128	\$7,021	\$7,280	3.7%
MONROE	\$8,708	\$8,715	\$8,831	\$8,788	\$9,525	\$9,159	\$8,929	\$9,056	1.4%
MONTCALM	\$10,716	\$9,815	\$9,634	\$8,152	\$8,066	\$10,300	\$10,196	\$10,608	4.0%
MOTT	\$9,621	\$9,815	\$10,095	\$10,187	\$9,661	\$9,947	\$9,866	\$10,554	7.0%
MUSKEGON	\$7,598	\$8,149	\$8,841	\$9,421	\$10,115	\$9,507	\$9,092	\$9,277	2.0%
NORTH CENTRAL	\$8,714	\$9,144	\$9,234	\$9,385	\$9,828	\$8,896	\$8,725	\$10,310	18.2%
NORTHWESTERN	\$10,086	\$9,434	\$9,479	\$9,613	\$10,318	\$11,825	\$11,149	\$10,980	-1.5%
OAKLAND	\$9,197	\$9,528	\$9,774	\$10,123	\$10,509	\$9,831	\$8,620	\$8,064	-6.5%
ST. CLAIR	\$7,958	\$8,394	\$8,917	\$9,165	\$9,885	\$9,272	\$8,826	\$8,845	0.2%
SCHOOLCRAFT	\$8,452	\$8,756	\$8,900	\$8,593	\$9,007	\$8,464	\$7,933	\$7,835	-1.2%
SOUTHWESTERN	\$9,023	\$9,956	\$9,931	\$11,666	\$11,829	\$11,371	\$10,568	\$10,642	0.7%
WASHTENAW	\$10,087	\$10,564	\$10,773	\$10,823	\$12,008	\$10,981	\$10,034	\$10,225	1.9%
WAYNE COUNTY	\$12,951	\$13,103	\$13,259	\$12,025	\$11,514	\$10,347	\$9,807	\$10,266	4.7%
WEST SHORE	\$9,959	\$10,623	\$11,527	\$11,607	\$12,367	\$12,294	\$11,081	\$11,770	6.2%
STATE AGGREGATE	\$8,812	\$9,136	\$9,386	\$9,303	\$9,804	\$9,346	\$8,751	\$8,945	2.2%
STATE AVERAGE	\$8,884	\$9,322	\$9,636	\$9,609	\$10,123	\$9,803	\$9,220	\$9,486	2.9%

**TABLE 8
TAXABLE VALUE**

	2002-03 (000's)	2003-04 (000's)	2004-05 (000's)	2005-06 (000's)	2006-07 (000's)	2007-08 (000's)	2008-09 (000's)	2009-10 (000's)	2010-11 (000's)	2011-12 (000's)	1 YEAR CHANGE
ALPENA	\$826,075	\$853,226	\$897,284	\$944,399	\$998,154	\$1,035,986	\$1,066,675	\$1,095,700	\$1,071,341	\$1,051,725	-1.8%
BAY DE NOC	\$854,350	\$883,567	\$914,332	\$955,206	\$1,001,979	\$1,052,398	\$1,077,840	\$1,121,514	\$1,119,775	\$1,105,620	-1.3%
DELTA	\$10,089,180	\$10,329,266	\$10,665,874	\$10,987,873	\$11,458,254	\$11,803,652	\$11,518,490	\$11,671,336	\$11,436,402	\$11,315,673	-1.1%
GLEN OAKS	\$1,369,808	\$1,430,005	\$1,460,667	\$1,569,589	\$1,651,488	\$1,727,076	\$1,799,097	\$1,873,226	\$1,849,810	\$1,867,610	1.0%
GOGEBIC	\$330,258	\$347,477	\$366,069	\$388,294	\$407,216	\$431,404	\$455,310	\$482,418	\$485,948	\$496,353	2.1%
GRAND RAPIDS	\$16,849,660	\$17,648,394	\$18,364,399	\$19,544,727	\$20,793,745	\$21,880,768	\$22,373,614	\$22,496,779	\$21,646,153	\$21,136,226	-2.4%
HENRY FORD	\$4,111,627	\$4,313,878	\$4,386,238	\$4,386,238	\$4,523,966	\$4,649,373	\$4,575,536	\$4,315,577	\$3,941,200	\$3,543,882	-10.1%
JACKSON	\$3,267,303	\$3,595,871	\$3,790,536	\$3,988,242	\$4,220,571	\$4,335,490	\$4,414,730	\$4,432,865	\$4,256,992	\$4,162,798	-2.2%
KALAMAZOO VALLEY	\$6,175,841	\$6,435,309	\$6,801,268	\$7,173,745	\$7,602,833	\$8,016,316	\$8,329,509	\$8,427,557	\$8,133,850	\$8,032,830	-1.2%
KELLOGG	\$2,908,003	\$3,032,750	\$3,143,362	\$3,226,908	\$3,383,902	\$3,503,176	\$3,684,751	\$3,809,041	\$3,602,172	\$3,518,369	-2.3%
KIRTLAND	\$2,229,688	\$2,355,688	\$2,510,432	\$2,664,316	\$2,811,595	\$2,962,472	\$3,064,348	\$3,155,852	\$3,058,785	\$2,952,161	-3.5%
LAKE MICHIGAN	\$5,311,352	\$5,671,414	\$6,167,243	\$6,519,420	\$6,649,453	\$7,146,649	\$7,591,755	\$7,961,666	\$7,914,128	\$8,508,807	7.5%
LANSING	\$8,577,609	\$9,026,707	\$9,562,201	\$10,100,025	\$10,637,548	\$11,173,428	\$11,395,712	\$11,395,712	\$10,863,292	\$10,477,692	-3.5%
MACOMB	\$24,205,983	\$25,573,225	\$26,980,530	\$28,602,727	\$30,373,918	\$31,862,670	\$31,937,933	\$31,059,989	\$27,895,119	\$25,938,526	-7.0%
MID MICHIGAN	\$1,341,544	\$1,420,265	\$1,511,705	\$1,610,049	\$1,770,677	\$1,819,047	\$1,876,546	\$1,941,146	\$1,896,656	\$1,879,751	-0.9%
MONROE	\$4,926,511	\$5,100,912	\$5,334,377	\$5,586,498	\$5,887,176	\$6,218,441	\$6,283,960	\$6,155,641	\$5,785,534	\$5,695,082	-1.6%
MONTCALM	\$1,625,032	\$1,706,373	\$1,810,674	\$1,906,025	\$1,999,775	\$2,116,937	\$2,175,704	\$2,251,490	\$2,168,162	\$2,141,294	-1.2%
MOTT	\$9,608,377	\$10,079,184	\$10,612,707	\$11,255,994	\$11,882,681	\$12,436,134	\$12,406,477	\$11,956,142	\$10,673,908	\$9,955,913	-6.7%
MUSKEGON	\$3,453,068	\$3,613,149	\$3,795,562	\$3,995,551	\$4,237,701	\$4,496,107	\$4,646,806	\$4,714,943	\$4,564,761	\$4,442,005	-2.7%
NORTH CENTRAL	\$2,002,453	\$2,117,533	\$2,259,870	\$2,399,926	\$2,559,443	\$2,711,947	\$2,803,832	\$2,894,005	\$2,743,655	\$2,651,643	-3.4%
NORTHWESTERN	\$2,876,573	\$3,071,914	\$3,322,297	\$3,563,214	\$3,881,076	\$4,167,149	\$4,324,889	\$4,465,548	\$4,379,649	\$4,285,385	-2.2%
OAKLAND	\$50,332,419	\$52,814,126	\$55,604,203	\$58,462,967	\$61,706,284	\$63,203,194	\$64,265,442	\$64,265,442	\$62,006,708	\$54,696,774	-11.8%
ST. CLAIR	\$4,858,654	\$4,976,878	\$5,224,301	\$5,498,699	\$5,782,079	\$6,094,393	\$6,216,225	\$6,188,767	\$5,550,183	\$5,289,473	-4.7%
SCHOOLCRAFT	\$11,933,156	\$12,578,893	\$13,332,206	\$14,087,472	\$14,964,557	\$15,657,606	\$15,488,016	\$14,957,873	\$13,542,284	\$12,890,975	-4.8%
SOUTHWESTERN	\$1,348,856	\$1,414,389	\$1,496,815	\$1,581,257	\$1,693,519	\$1,816,605	\$1,904,657	\$1,996,946	\$1,968,303	\$1,969,599	0.1%
WASHTENAW	\$11,097,394	\$11,734,874	\$12,539,706	\$13,396,298	\$14,315,853	\$15,181,435	\$15,322,679	\$14,992,190	\$14,200,356	\$13,784,147	-2.9%
WAYNE COUNTY	\$26,415,430	\$27,171,210	\$28,966,809	\$30,535,891	\$31,927,579	\$33,551,432	\$33,422,766	\$32,228,659	\$29,533,675	\$27,798,788	-5.9%
WEST SHORE	\$1,857,433	\$1,958,531	\$2,068,946	\$2,194,408	\$2,332,686	\$2,508,120	\$2,611,786	\$2,711,269	\$2,687,649	\$2,681,685	-0.2%
STATE TOTAL	\$220,783,637	\$231,255,008	\$243,890,613	\$257,125,958	\$271,455,708	\$283,559,405	\$287,035,085	\$285,019,294	\$268,976,448	\$254,270,786	-5.5%

**TABLE 9
REVENUE SOURCES BY PERCENTAGE**

REVENUE SOURCE	2001-02	2002-03	2003-04 ¹	2004-05	2005-06	2006-07 ²	2007-08	2008-09	2009-10	2010-11
STATE AID	30.3%	27.8%	24.3%	23.9%	22.3%	18.9%	21.7%	20.0%	18.9%	19.1%
PROPERTY TAX	39.9%	40.5%	40.9%	40.4%	40.7%	41.3%	39.0%	38.6%	36.5%	33.7%
TUITION & FEES	26.8%	28.8%	31.6%	31.7%	32.7%	34.5%	34.3%	37.0%	40.8%	44.1%
ALL OTHER	3.1%	2.9%	3.3%	4.0%	4.3%	5.3%	5.0%	4.4%	3.8%	3.1%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

¹ Beginning in 2003-04 revenue includes General and Designated Funds due to reporting changes.

² Two delayed payments were appropriated to the Community Colleges in 2007-08 as a one-time supplemental payment for 2006-07, and had to be recorded in 2007-08 due to GAAP requirements.

**TABLE 10
AT-RISK STUDENT SUCCESS GRANTS**

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2010-11	2011-12 ¹
ALPENA	\$82,652	\$68,700	\$68,700	\$76,300	\$78,600	\$80,500	\$80,200	\$82,100	\$0
BAY DE NOC	\$89,928	\$82,400	\$82,400	\$91,300	\$100,800	\$76,600	\$62,800	\$77,900	\$0
DELTA	\$105,387	\$99,400	\$99,400	\$97,100	\$97,900	\$99,400	\$104,500	\$108,000	\$0
GLEN OAKS	\$133,674	\$127,500	\$127,500	\$123,600	\$117,500	\$115,100	\$112,500	\$106,600	\$0
GOGEBIC	\$75,431	\$71,500	\$71,500	\$66,200	\$62,400	\$58,200	\$58,600	\$54,900	\$0
GRAND RAPIDS	\$85,841	\$98,000	\$98,000	\$117,200	\$122,100	\$128,700	\$132,300	\$135,500	\$0
HENRY FORD	\$158,074	\$146,500	\$146,500	\$146,300	\$151,900	\$159,200	\$161,900	\$169,600	\$0
JACKSON	\$109,157	\$101,800	\$101,800	\$102,000	\$105,000	\$113,800	\$120,900	\$146,800	\$0
KALAMAZOO VALLEY	\$112,017	\$100,200	\$100,200	\$89,700	\$89,400	\$91,100	\$92,000	\$90,600	\$0
KELLOGG	\$151,327	\$143,000	\$143,000	\$155,100	\$159,500	\$167,400	\$163,600	\$138,400	\$0
KIRTLAND	\$163,408	\$146,600	\$146,600	\$125,800	\$124,300	\$129,000	\$125,400	\$124,300	\$0
LAKE MICHIGAN	\$180,214	\$162,100	\$162,100	\$154,900	\$155,800	\$155,100	\$157,200	\$147,200	\$0
LANSING	\$157,090	\$147,600	\$147,600	\$139,800	\$134,500	\$143,800	\$153,500	\$147,800	\$0
MACOMB	\$89,157	\$84,400	\$84,400	\$83,600	\$83,300	\$84,300	\$84,400	\$83,100	\$0
MID MICHIGAN	\$134,080	\$124,000	\$124,000	\$134,400	\$142,200	\$147,900	\$141,400	\$126,100	\$0
MONROE	\$96,061	\$90,700	\$90,700	\$94,000	\$97,500	\$103,900	\$105,400	\$102,100	\$0
MONTCALM	\$67,030	\$67,800	\$67,800	\$66,700	\$66,700	\$66,000	\$75,000	\$73,200	\$0
MOTT	\$107,209	\$101,900	\$101,900	\$102,600	\$103,800	\$105,700	\$106,300	\$127,700	\$0
MUSKEGON	\$202,562	\$185,300	\$185,300	\$149,700	\$118,500	\$81,800	\$78,700	\$87,600	\$0
NORTH CENTRAL	\$151,211	\$121,300	\$121,300	\$115,900	\$117,200	\$116,200	\$111,100	\$103,800	\$0
NORTHWESTERN	\$124,503	\$129,700	\$129,700	\$123,100	\$118,200	\$122,600	\$122,400	\$127,200	\$0
OAKLAND	\$151,843	\$141,700	\$141,700	\$144,600	\$147,300	\$147,500	\$148,900	\$147,900	\$0
ST. CLAIR	\$85,399	\$88,500	\$88,500	\$93,400	\$92,000	\$110,500	\$124,800	\$104,500	\$0
SCHOOLCRAFT	\$146,970	\$134,800	\$134,800	\$129,000	\$130,000	\$128,500	\$127,300	\$124,300	\$0
SOUTHWESTERN	\$174,549	\$152,400	\$152,400	\$134,800	\$138,600	\$145,100	\$150,700	\$156,000	\$0
WASHTENAW	\$164,416	\$157,200	\$157,200	\$161,700	\$159,800	\$153,700	\$140,300	\$117,500	\$0
WAYNE COUNTY	\$137,407	\$129,500	\$129,500	\$174,900	\$172,400	\$147,400	\$132,600	\$166,600	\$0
WEST SHORE	\$126,109	\$118,200	\$118,200	\$129,000	\$135,500	\$143,700	\$148,000	\$145,400	\$0
STATE TOTAL	\$3,562,706	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$0

¹ FY 2011-12 At-Risk funding was eliminated and rolled into base appropriations of each institution via Public Act 62 of 2011.

**TABLE 11
EXPENDITURES PER FYES**

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$7,628	\$9,192	\$9,632	\$9,887	\$9,847	\$9,503	\$10,010	\$9,557	\$9,963	4.2%
BAY DE NOC	\$6,042	\$6,203	\$7,146	\$7,421	\$8,034	\$8,499	\$8,722	\$7,678	\$8,229	6.9%
DELTA	\$7,366	\$8,676	\$8,744	\$8,787	\$8,919	\$8,760	\$8,540	\$7,981	\$8,040	0.7%
GLEN OAKS	\$8,220	\$7,777	\$8,575	\$9,996	\$10,928	\$10,456	\$8,897	\$8,430	\$9,883	17.2%
GOGEBIC	\$8,814	\$9,726	\$10,597	\$10,747	\$10,163	\$10,120	\$9,981	\$9,189	\$9,480	3.2%
GRAND RAPIDS	\$7,111	\$7,730	\$7,952	\$8,268	\$8,275	\$8,689	\$8,899	\$8,517	\$8,662	1.7%
HENRY FORD	\$7,086	\$10,312	\$7,560	\$7,684	\$7,223	\$7,225	\$6,818	\$6,512	\$6,911	6.1%
JACKSON	\$7,746	\$7,876	\$7,669	\$8,063	\$7,756	\$7,997	\$7,765	\$6,635	\$7,567	14.0%
KALAMAZOO VALLEY	\$5,882	\$5,682	\$5,798	\$6,076	\$6,106	\$6,724	\$6,820	\$6,858	\$7,246	5.7%
KELLOGG	\$7,747	\$7,619	\$8,214	\$8,498	\$8,306	\$8,195	\$8,220	\$7,769	\$7,815	1.9%
KIRTLAND	\$11,487	\$11,336	\$11,797	\$12,843	\$12,127	\$11,915	\$12,688	\$11,241	\$11,696	4.0%
LAKE MICHIGAN	\$8,036	\$7,044	\$8,549	\$8,786	\$9,491	\$10,935	\$10,903	\$8,371	\$8,416	0.5%
LANSING	\$7,202	\$7,608	\$7,778	\$7,895	\$7,732	\$8,093	\$8,355	\$7,496	\$7,227	-3.6%
MACOMB	\$6,512	\$6,714	\$6,785	\$6,923	\$6,825	\$6,844	\$6,934	\$6,390	\$6,535	2.3%
MID MICHIGAN	\$5,847	\$5,656	\$5,742	\$5,813	\$5,905	\$5,813	\$5,803	\$5,444	\$5,838	7.2%
MONROE	\$8,208	\$8,092	\$8,260	\$8,142	\$8,254	\$8,813	\$8,900	\$8,393	\$9,022	7.5%
MONTCALM	\$10,144	\$9,101	\$8,512	\$8,869	\$7,486	\$7,830	\$10,091	\$9,465	\$10,236	8.1%
MOTT	\$8,323	\$9,046	\$9,131	\$9,377	\$9,351	\$8,331	\$8,933	\$8,243	\$9,065	10.0%
MUSKEGON	\$7,128	\$7,507	\$7,842	\$8,515	\$8,768	\$9,760	\$8,682	\$8,454	\$8,344	-1.3%
NORTH CENTRAL	\$7,380	\$7,915	\$8,232	\$8,284	\$8,649	\$8,599	\$7,980	\$7,599	\$9,242	21.6%
NORTHWESTERN	\$9,084	\$9,542	\$8,901	\$8,948	\$9,236	\$9,678	\$11,086	\$9,854	\$10,167	3.2%
OAKLAND	\$6,979	\$7,472	\$7,582	\$7,857	\$7,906	\$8,043	\$7,907	\$7,008	\$6,898	-1.6%
ST. CLAIR	\$7,107	\$7,041	\$7,353	\$7,850	\$8,343	\$8,424	\$7,755	\$7,038	\$7,413	5.3%
SCHOOLCRAFT	\$7,060	\$7,666	\$7,506	\$7,525	\$7,204	\$7,410	\$7,165	\$6,785	\$6,988	3.0%
SOUTHWESTERN	\$7,356	\$7,696	\$8,507	\$8,405	\$9,409	\$9,348	\$9,944	\$9,052	\$8,883	-1.9%
WASHTENAW	\$8,169	\$8,678	\$9,296	\$9,333	\$9,609	\$10,250	\$9,509	\$8,769	\$9,310	6.2%
WAYNE COUNTY	\$11,420	\$10,966	\$9,866	\$10,306	\$9,184	\$8,711	\$8,362	\$7,113	\$7,403	4.1%
WEST SHORE	\$10,302	\$9,427	\$10,130	\$11,230	\$11,496	\$12,353	\$12,018	\$10,924	\$10,895	-0.3%
STATE AGGREGATE	\$7,542	\$8,035	\$7,983	\$8,204	\$8,125	\$8,257	\$8,198	\$8,096	\$8,478	4.7%

**TABLE 12
FISCAL YEAR EQUATED STUDENTS (FYES)**

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	1,268	1,341	1,272	1,208	1,220	1,242	1,389	1,398	1,492	1,470	-1.5%
BAY DE NOC	1,567	1,722	1,857	1,655	1,569	1,519	1,603	1,710	1,987	2,078	4.6%
DELTA	6,104	6,316	6,354	6,547	6,641	6,651	7,024	7,413	8,091	8,018	-0.1%
GLEN OAKS	1,072	986	1,022	929	865	846	918	1,140	1,216	1,069	-12.1%
GOGEBIC	643	719	678	637	637	702	730	802	911	974	6.9%
GRAND RAPIDS	7,870	8,599	8,880	9,363	9,708	10,042	10,205	10,700	12,146	12,413	2.2%
HENRY FORD	7,300	7,773	7,855	8,363	8,282	8,598	9,593	11,027	12,859	13,331	3.7%
JACKSON	2,925	3,158	3,348	3,532	3,539	3,894	4,255	4,745	5,777	5,510	-4.6%
KALAMAZOO VALLEY	5,331	5,880	6,035	6,300	6,354	6,644	6,730	7,107	7,823	7,782	-0.5%
KELLOGG	3,062	3,451	3,505	3,435	3,359	3,451	3,578	3,640	4,160	4,305	3.5%
KIRTLAND	850	1,009	1,103	1,100	1,029	1,104	1,163	1,185	1,446	1,387	-4.1%
LAKE MICHIGAN	1,985	2,134	2,701	2,336	2,177	2,154	2,089	2,284	3,009	3,142	4.4%
LANSING	10,238	11,137	10,488	10,863	11,311	11,919	11,953	13,039	14,328	14,649	2.2%
MACOMB	12,352	12,855	12,638	12,994	13,367	13,963	14,410	15,355	16,730	16,663	-0.4%
MID MICHIGAN	1,518	1,731	1,926	2,020	2,155	2,307	2,623	2,984	3,484	3,623	4.0%
MONROE	2,035	2,172	2,321	2,466	2,547	2,634	2,675	2,814	2,980	2,920	-2.0%
MONTCALM	810	886	997	1,195	1,286	1,656	1,802	1,369	1,465	1,349	-7.9%
MOTT	5,764	6,436	6,086	6,234	6,326	6,385	7,437	7,393	8,696	8,191	-5.8%
MUSKEGON	2,703	3,080	3,177	3,104	2,973	3,020	2,924	3,202	3,582	3,581	0.0%
NORTH CENTRAL	1,180	1,196	1,196	1,233	1,284	1,337	1,423	1,633	1,830	1,583	-13.5%
NORTHWESTERN	2,640	2,793	2,856	3,275	3,294	3,298	3,371	3,075	3,499	3,675	5.0%
OAKLAND	14,112	14,349	14,676	15,148	15,281	15,590	16,029	17,281	19,895	19,858	-0.1%
ST. CLAIR	2,649	2,873	2,971	2,912	2,875	2,878	3,062	3,406	3,868	3,683	-4.8%
SCHOOLCRAFT	5,925	6,250	6,616	6,815	7,222	7,744	8,095	8,763	9,595	9,683	0.1%
SOUTHWESTERN	1,888	1,764	1,650	1,574	1,588	1,405	1,548	1,643	2,041	2,286	12.0%
WASHTENAW	6,738	7,359	7,397	7,430	7,757	8,054	7,874	8,769	9,984	9,522	-4.6%
WAYNE COUNTY	5,491	6,926	7,249	7,614	7,857	9,316	10,865	12,463	13,358	12,605	-5.6%
WEST SHORE	782	824	863	869	860	867	864	884	1,028	1,020	-0.8%
STATE TOTAL	116,802	125,719	127,717	131,150	133,359	139,219	146,234	157,225	177,277	176,356	-0.5%

**TABLE 13
CONTACT HOUR EQUATED STUDENTS (CHES)**

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
ALPENA	1,595	1,522	1,443	1,457	1,518	1,630	1,638	1,749	1,723
BAY DE NOC	1,905	2,079	1,888	1,791	1,727	1,832	1,945	2,268	2,261
DELTA	7,390	7,939	8,020	7,999	8,157	8,624	8,939	9,615	9,633
GLEN OAKS	1,174	1,220	1,106	1,052	1,024	1,103	1,363	1,438	1,270
GOGEBIC	864	800	761	769	849	876	966	1,100	1,175
GRAND RAPIDS	9,703	10,346	10,806	11,179	11,517	11,693	12,218	14,134	14,242
HENRY FORD	8,950	8,739	9,298	9,224	9,437	10,493	12,069	13,921	14,352
JACKSON	4,058	4,235	4,414	4,538	4,793	5,213	5,745	6,775	6,105
KALAMAZOO VALLEY	7,214	7,467	7,480	7,673	7,962	8,144	8,484	9,477	9,347
KELLOGG	4,165	4,321	4,309	4,492	4,643	4,310	4,257	5,071	5,261
KIRTLAND	1,288	1,380	1,355	1,257	1,356	1,403	1,458	1,787	1,737
LAKE MICHIGAN	3,437	3,372	2,737	2,572	2,670	2,556	2,832	3,885	4,129
LANSING	13,888	12,215	12,600	13,332	13,923	13,874	15,179	16,558	16,840
MACOMB	16,043	15,745	16,396	16,772	17,426	18,060	19,191	20,996	21,073
MID MICHIGAN	2,179	2,432	2,524	2,663	2,751	3,273	3,752	4,278	4,368
MONROE	2,634	2,827	2,974	3,038	3,156	3,297	3,499	3,599	3,490
MONTCALM	1,074	1,192	1,453	1,547	2,039	2,122	1,593	1,696	1,571
MOTT	8,265	7,610	7,968	8,102	7,886	9,317	9,137	10,972	10,467
MUSKEGON	3,762	3,892	3,815	3,680	3,776	3,650	3,993	4,393	4,380
NORTH CENTRAL	1,410	1,479	1,539	1,630	1,777	1,888	2,076	2,262	1,891
NORTHWESTERN	3,539	3,663	3,584	3,711	3,733	3,818	3,603	4,409	4,633
OAKLAND	13,293	14,197	14,725	18,632	18,358	17,890	20,378	23,202	23,534
ST. CLAIR	3,274	3,371	3,289	3,418	3,431	3,501	3,810	4,405	4,127
SCHOOLCRAFT	7,524	7,931	8,205	8,658	9,184	9,561	10,208	11,058	11,203
SOUTHWESTERN	2,229	2,092	2,011	2,038	1,765	1,948	2,065	2,534	2,834
WASHTENAW	9,399	9,492	9,311	9,611	9,989	9,834	10,939	12,349	11,842
WAYNE COUNTY	8,312	9,852	9,594	9,966	11,158	13,472	15,041	15,945	15,127
WEST SHORE	1,033	1,102	1,084	1,079	1,070	1,066	1,033	1,197	1,184
STATE AGGREGATE	149,601	152,512	154,688	161,880	167,075	174,447	187,409	211,069	209,799

**TABLE 14
UNDUPLICATED STUDENT HEADCOUNT**

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
ALPENA	2,964	2,705	2,581	2,589	2,576	2,713	2,620	2,792	2,678
BAY DE NOC	5,353	5,400	5,214	5,924	5,150	5,014	4,924	5,341	5,104
DELTA	16,143	16,537	16,462	16,241	14,917	15,325	16,397	17,125	18,613
GLEN OAKS	3,255	3,638	2,717	2,470	2,563	2,630	3,050	2,792	2,171
GOGEBIC	1,718	1,363	1,338	1,317	1,419	1,503	1,497	1,697	1,690
GRAND RAPIDS	22,943	23,780	23,628	26,226	21,651	21,808	22,587	24,614	25,605
HENRY FORD	27,707	22,333	24,801	22,065	21,706	21,821	24,664	27,184	28,634
JACKSON	9,662	9,550	9,050	8,957	9,448	9,626	10,315	11,701	11,081
KALAMAZOO VALLEY	18,573	18,500	17,598	17,577	18,068	17,736	18,005	18,176	17,647
KELLOGG	19,297	17,090	16,787	15,760	17,511	14,823	13,822	14,649	14,634
KIRTLAND	3,384	3,624	3,313	3,030	3,207	3,130	3,343	3,595	3,512
LAKE MICHIGAN	7,423	6,560	6,483	6,510	5,712	6,401	7,070	7,714	7,739
LANSING	34,700	31,046	31,263	32,097	34,067	30,620	32,024	33,442	34,413
MACOMB	44,085	43,395	42,488	42,900	41,689	44,111	44,822	44,555	44,596
MID MICHIGAN	5,545	5,037	5,574	5,859	5,968	6,141	6,979	7,404	7,551
MONROE	7,597	7,846	7,760	8,119	8,557	9,080	9,308	9,366	9,406
MONTCALM	4,212	4,182	4,736	5,295	5,403	5,678	4,399	4,858	3,831
MOTT	21,028	18,874	18,826	18,676	18,055	19,113	19,330	21,463	20,836
MUSKEGON	10,474	10,574	9,921	9,936	9,153	9,415	8,340	7,951	8,050
NORTH CENTRAL	4,474	4,052	3,991	4,112	4,215	4,360	4,510	4,713	4,460
NORTHWESTERN	12,554	12,306	12,413	13,236	13,691	13,407	12,885	13,339	14,455
OAKLAND	45,490	42,929	44,067	42,598	44,149	44,058	46,592	49,468	51,601
ST. CLAIR	8,700	8,104	7,539	7,559	7,432	7,595	7,863	8,707	8,236
SCHOOLCRAFT	32,029	29,903	30,845	31,459	33,319	34,286	35,194	34,904	35,018
SOUTHWESTERN	4,909	4,296	4,093	4,228	3,577	3,615	3,551	4,055	4,316
WASHTENAW	28,790	27,801	26,353	26,873	27,359	24,722	23,939	24,632	24,131
WAYNE COUNTY	45,249	55,392	55,065	57,933	64,364	67,083	72,401	72,667	72,658
WEST SHORE	2,719	2,772	2,693	2,573	2,566	2,582	2,154	2,456	2,339
STATE TOTAL	450,977	439,589	437,599	442,119	447,492	448,396	462,585	481,360	485,005

**TABLE 15
IN-DISTRICT TUITION RATE**

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	\$61.00	\$66.00	\$67.75	\$72.00	\$76.00	\$80.00	\$84.00	\$84.00	\$92.00	\$99.00	7.6%
BAY DE NOC	\$58.00	\$59.75	\$61.10	\$64.50	\$71.25	\$77.00	\$77.00	\$82.50	\$91.00	\$97.00	6.6%
DELTA	\$63.70	\$67.50	\$69.00	\$72.50	\$76.00	\$78.00	\$79.00	\$79.00	\$82.00	\$84.00	2.4%
GLEN OAKS	\$56.00	\$59.00	\$60.00	\$64.00	\$68.00	\$70.00	\$72.00	\$77.00	\$80.00	\$85.00	6.3%
GOGEBIC	\$54.00	\$64.00	\$66.00	\$74.00	\$77.00	\$79.00	\$81.00	\$86.00	\$90.00	\$96.00	6.7%
GRAND RAPIDS	\$61.50	\$65.00	\$66.00	\$69.50	\$73.50	\$79.50	\$82.50	\$84.50	\$89.50	\$95.50	6.7%
HENRY FORD	\$57.00	\$57.00	\$57.00	\$57.00	\$57.00	\$60.00	\$65.00	\$70.00	\$70.00	\$75.00	7.1%
JACKSON	\$64.00	\$69.00	\$70.50	\$74.00	\$78.50	\$82.00	\$86.50	\$90.50	\$95.00	\$100.50	5.8%
KALAMAZOO VALLEY	\$47.50	\$51.00	\$52.40	\$55.00	\$61.00	\$66.00	\$68.00	\$71.00	\$76.50	\$79.50	3.9%
KELLOGG	\$54.75	\$57.75	\$59.00	\$62.00	\$65.00	\$68.50	\$70.50	\$71.50	\$76.50	\$80.50	5.2%
KIRTLAND	\$58.40	\$61.35	\$62.75	\$66.85	\$70.20	\$73.75	\$77.50	\$77.50	\$81.50	\$86.00	5.5%
LAKE MICHIGAN	\$57.50	\$65.00	\$66.55	\$72.50	\$72.50	\$72.50	\$72.50	\$72.50	\$77.00	\$81.00	5.2%
LANSING	\$51.00	\$54.00	\$55.00	\$65.00	\$67.00	\$73.00	\$73.00	\$73.00	\$76.00	\$79.00	3.9%
MACOMB	\$57.00	\$60.00	\$61.00	\$65.00	\$68.00	\$70.00	\$72.00	\$72.00	\$80.00	\$84.00	5.0%
MID MICHIGAN	\$56.75	\$59.50	\$60.86	\$62.30	\$68.50	\$72.60	\$76.50	\$80.00	\$84.00	\$88.00	4.8%
MONROE	\$51.00	\$53.00	\$54.00	\$58.00	\$60.00	\$64.00	\$67.00	\$67.00	\$72.00	\$77.00	6.9%
MONTCALM	\$57.00	\$60.00	\$61.00	\$64.00	\$67.00	\$70.00	\$74.00	\$77.00	\$79.00	\$83.00	5.1%
MOTT	\$62.85	\$69.00	\$70.55	\$75.80	\$79.50	\$82.05	\$84.70	\$86.52	\$93.51	\$103.37	11.2%
MUSKEGON	\$52.00	\$56.00	\$57.00	\$60.00	\$63.00	\$67.00	\$69.00	\$72.25	\$77.00	\$81.50	5.8%
NORTH CENTRAL	\$52.00	\$58.00	\$59.30	\$64.00	\$66.25	\$67.70	\$69.50	\$72.00	\$72.00	\$74.50	3.5%
NORTHWESTERN	\$58.00	\$63.20	\$64.60	\$68.60	\$71.15	\$73.40	\$77.40	\$77.40	\$79.70	\$82.10	3.0%
OAKLAND	\$51.70	\$52.50	\$53.70	\$55.15	\$56.80	\$58.50	\$60.10	\$60.10	\$66.70	\$66.70	0.0%
ST. CLAIR	\$64.00	\$64.00	\$65.45	\$68.50	\$75.25	\$81.50	\$86.50	\$86.50	\$89.00	\$91.00	0.8%
SCHOOLCRAFT	\$57.00	\$61.00	\$62.50	\$65.00	\$68.00	\$70.00	\$73.00	\$77.00	\$80.00	\$84.00	5.0%
SOUTHWESTERN	\$55.25	\$60.25	\$61.90	\$67.75	\$74.25	\$78.25	\$82.50	\$88.25	\$93.75	\$99.25	5.9%
WASHTENAW	\$58.00	\$60.00	\$60.00	\$62.00	\$64.00	\$67.00	\$70.00	\$73.00	\$80.00	\$85.00	6.3%
WAYNE COUNTY	\$54.00	\$54.00	\$54.00	\$55.50	\$55.50	\$56.80	\$57.65	\$67.65	\$79.00	\$89.00	12.7%
WEST SHORE	\$58.25	\$61.00	\$62.40	\$65.00	\$67.00	\$69.00	\$72.00	\$72.00	\$76.00	\$79.00	3.9%
STATE AVERAGE	\$56.76	\$60.28	\$61.48	\$65.19	\$68.47	\$71.68	\$74.30	\$76.70	\$81.38	\$85.91	5.7%

**TABLE 16
OUT-OF-DISTRICT TUITION RATE**

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	\$91.00	\$99.00	\$101.50	\$108.00	\$114.00	\$120.00	\$126.00	\$126.00	\$138.00	\$154.00	11.6%
BAY DE NOC	\$81.25	\$83.50	\$87.75	\$95.00	\$107.00	\$120.00	\$126.00	\$137.50	\$147.00	\$172.00	11.7%
DELTA	\$88.00	\$93.50	\$99.00	\$104.00	\$109.00	\$115.00	\$119.00	\$119.00	\$124.00	\$130.00	4.8%
GLEN OAKS	\$68.00	\$75.00	\$89.00	\$95.00	\$101.00	\$105.00	\$108.00	\$115.00	\$120.00	\$128.00	6.7%
GOGEBIC	\$72.00	\$82.00	\$86.00	\$94.00	\$97.00	\$99.00	\$102.00	\$109.00	\$116.00	\$128.00	10.3%
GRAND RAPIDS	\$90.00	\$100.00	\$110.00	\$125.00	\$142.00	\$157.00	\$173.00	\$181.00	\$196.00	\$209.50	6.9%
HENRY FORD	\$98.00	\$112.00	\$112.00	\$112.00	\$112.00	\$115.00	\$120.00	\$130.00	\$130.00	\$135.00	3.8%
JACKSON	\$82.00	\$88.50	\$95.00	\$104.00	\$118.00	\$118.00	\$122.00	\$127.00	\$134.00	\$141.50	5.6%
KALAMAZOO VALLEY	\$82.75	\$87.00	\$89.40	\$94.00	\$100.00	\$105.00	\$108.00	\$113.00	\$126.00	\$132.00	4.8%
KELLOGG	\$88.75	\$93.60	\$95.75	\$100.50	\$105.50	\$111.00	\$114.25	\$115.87	\$124.00	\$130.00	4.8%
KIRTLAND	\$87.25	\$96.25	\$115.15	\$122.65	\$128.75	\$135.20	\$142.00	\$142.00	\$149.00	\$119.00	-20.1%
LAKE MICHIGAN	\$69.50	\$77.00	\$78.85	\$86.00	\$102.00	\$102.00	\$108.00	\$108.00	\$114.00	\$122.00	7.0%
LANSING	\$81.00	\$86.00	\$88.00	\$105.00	\$120.00	\$134.00	\$134.00	\$134.00	\$140.00	\$158.00	12.9%
MACOMB	\$85.00	\$88.00	\$89.00	\$99.00	\$104.00	\$107.00	\$110.00	\$110.00	\$122.00	\$128.00	4.9%
MID MICHIGAN	\$93.00	\$99.00	\$104.45	\$107.00	\$112.50	\$119.25	\$130.00	\$139.00	\$150.00	\$161.00	7.3%
MONROE	\$84.00	\$87.00	\$92.00	\$98.00	\$104.00	\$110.00	\$115.00	\$115.00	\$124.00	\$132.00	6.5%
MONTCALM	\$87.00	\$87.00	\$93.00	\$98.00	\$104.00	\$111.00	\$128.00	\$133.00	\$146.00	\$153.00	4.8%
MOTT	\$90.70	\$103.20	\$105.55	\$113.45	\$119.05	\$122.85	\$126.80	\$129.53	\$139.99	\$154.74	10.5%
MUSKEGON	\$76.00	\$82.00	\$83.50	\$90.00	\$99.00	\$107.00	\$113.50	\$119.00	\$135.00	\$143.00	5.9%
NORTH CENTRAL	\$79.00	\$90.00	\$92.10	\$101.30	\$106.40	\$109.80	\$114.20	\$118.50	\$118.50	\$123.00	3.8%
NORTHWESTERN	\$101.00	\$110.10	\$112.60	\$119.92	\$127.10	\$132.00	\$142.00	\$146.00	\$151.80	\$159.40	5.0%
OAKLAND	\$87.50	\$88.90	\$88.90	\$93.35	\$96.15	\$99.00	\$101.70	\$101.70	\$112.90	\$112.90	0.0%
ST. CLAIR	\$95.00	\$99.00	\$101.25	\$108.00	\$125.00	\$150.00	\$165.00	\$165.00	\$170.00	\$177.00	4.1%
SCHOOLCRAFT	\$85.00	\$91.00	\$93.00	\$97.00	\$100.00	\$103.00	\$107.00	\$113.00	\$118.00	\$123.00	4.2%
SOUTHWESTERN	\$63.75	\$69.50	\$71.30	\$85.75	\$94.00	\$99.75	\$105.25	\$112.75	\$120.50	\$128.50	6.4%
WASHTENAW	\$85.00	\$101.00	\$101.00	\$105.00	\$109.00	\$115.00	\$121.00	\$124.00	\$131.00	\$136.00	3.8%
WAYNE COUNTY	\$70.00	\$70.00	\$70.00	\$71.75	\$71.75	\$73.40	\$90.00	\$100.00	\$100.00	\$110.00	10.0%
WEST SHORE	\$91.00	\$97.00	\$102.00	\$106.00	\$110.00	\$114.00	\$120.00	\$126.00	\$133.00	\$138.00	3.8%
STATE AVERAGE	\$84.02	\$90.57	\$94.54	\$101.38	\$108.51	\$114.62	\$121.13	\$125.35	\$133.24	\$140.66	5.6%

TABLE 17
GROUPING OF LIKE COMMUNITY COLLEGES
2010-11

	GENERAL FUND REVENUES	FISCAL YEAR EQUATED STUDENTS (FYES)	CONTACT HOUR EQUATED STUDENTS (CHES)	UNDUPLICATED STUDENT HEADCOUNT
<i>GROUP 1</i>				
ALPENA	\$14,943,280	1,470	1,723	2,678
BAY DE NOC	\$17,296,310	2,078	2,261	5,104
GLEN OAKS	\$11,862,001	1,068	1,270	2,171
GOGEBIC	\$10,431,639	974	1,175	1,610
KIRTLAND	\$16,843,014	1,386	1,737	3,512
MID MICHIGAN	\$26,375,266	3,623	4,368	7,551
MONTCALM	\$14,305,975	1,348	1,571	3,831
NORTH CENTRAL	\$16,319,586	1,583	1,891	4,460
SOUTHWESTERN	\$24,326,459	2,286	2,834	4,316
WEST SHORE	\$12,001,613	1,020	1,184	2,339
<i>GROUP 2</i>				
JACKSON	\$48,679,216	5,510	6,105	11,081
KELLOGG	\$36,595,696	4,305	5,261	14,634
LAKE MICHIGAN	\$33,846,885	3,142	4,130	7,739
MONROE	\$26,442,169	2,920	3,490	9,406
MUSKEGON	\$33,222,614	3,581	4,380	8,050
NORTHWESTERN	\$40,350,524	3,675	4,633	14,455
ST. CLAIR	\$32,571,753	3,683	4,127	8,236
<i>GROUP 3</i>				
DELTA	\$70,989,327	8,019	9,633	18,613
GRAND RAPIDS	\$109,267,131	12,413	14,242	25,605
HENRY FORD	\$93,708,278	13,330	14,352	28,634
KALAMAZOO VALLEY	\$53,811,065	7,782	9,347	17,647
MOTT	\$86,452,955	8,191	10,467	20,836
SCHOOLCRAFT	\$75,866,036	9,683	11,203	35,018
WASHTENAW	\$97,253,062	9,512	11,842	24,131
WAYNE COUNTY	\$129,412,526	12,605	15,127	72,658
<i>GROUP 4</i>				
LANSING	\$130,575,702	14,649	16,840	34,413
MACOMB	\$128,316,555	16,663	21,073	44,596
OAKLAND	\$160,132,386	19,858	23,534	51,601
STATE AGGREGATE	\$1,552,199,023	176,356	209,799	485,005

**TABLE 18
DISTRIBUTION OF FISCAL YEAR EQUATED STUDENT (FYES)**

ACS CODE & SUB-ACTIVITY	2008-09	% OF TOTAL	2009-10	% OF TOTAL	2010-11	% OF TOTAL
1.1 GENERAL EDUCATION	87,137	55.4%	96,928	54.7%	97,930	55.5%
1.2 BUSINESS & HUMAN SERVICES	32,683	20.8%	37,189	21.0%	36,929	20.9%
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	7,794	5.0%	9,101	5.1%	8,662	4.9%
1.4 HEALTH OCCUPATIONS	13,851	8.8%	15,001	8.5%	13,951	7.9%
1.5 DEVELOPMENTAL EDUC. & BASIC SKILLS	14,725	9.4%	17,633	9.9%	17,355	9.8%
1.6 HUMAN DEVELOPMENT	671	0.4%	823	0.5%	971	0.6%
1.7 PERSONAL INTEREST	365	0.2%	603	0.3%	558	0.3%
1.0 ALL INSTRUCTION	157,225		177,277		176,356	

TABLE 19
DISTRIBUTION OF CONTACT HOUR EQUATED STUDENT (CHES)

ACS CODE & SUB-ACTIVITY	2008-09	% OF TOTAL	2009-10	% OF TOTAL	2010-11	% OF TOTAL
1.1 GENERAL EDUCATION	99,063	52.9%	109,921	52.1%	110,895	52.9%
1.2 BUSINESS & HUMAN SERVICES	37,044	19.8%	42,316	20.0%	42,221	20.1%
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	11,364	6.1%	13,523	6.4%	12,817	6.1%
1.4 HEALTH OCCUPATIONS	21,664	11.6%	23,586	11.2%	21,878	10.4%
1.5 DEVELOPMENTAL EDUC. & BASIC SKILLS	15,758	8.4%	18,944	9.0%	18,709	8.9%
1.6 HUMAN DEVELOPMENT	1,146	0.6%	1,193	0.6%	1,522	0.7%
1.7 PERSONAL INTEREST	1,371	0.7%	1,585	0.8%	1,757	0.90%
1.0 ALL INSTRUCTION	187,409		211,069		209,799	

TABLE 20
STUDENT CONTACT HOURS (SCOH) / STUDENT CREDIT HOURS (SCRH) RATIOS
2010-11

ACS CODE & SUB-ACTIVITY	COLUMN A COLUMN B / 16	COLUMN B SCOH / SCRH	COLUMN C SCOH	COLUMN D SCRH
1.1 GENERAL EDUCATION	1.18	18.1	54,907,101	3,035,815
1.2 BUSINESS & HUMAN SERVICES	1.10	17.5	20,940,663	1,193,853
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	1.48	23.7	6,357,599	268,475
1.4 HEALTH OCCUPATIONS	1.57	25.1	10,851,607	432,444
1.5 DEVELOPMENTAL EDUC. & BASIC SKILLS	1.07	17.1	9,167,542	535,207
1.6 HUMAN DEVELOPMENT	1.52	24.3	754,435	31,097
1.7 PERSONAL INTEREST	3.14	50.2	869,923	17,313
1.0 INSTRUCTION TOTAL	1.18	18.8	103,848,870	5,514,204

NOTE: By definition, a semester credit hour must not be less than 800 minutes of instruction. Since one SCOH is 50 minutes of student instruction, a minimum of 16 course contact hours is necessary to generate one semester credit hour. A ratio of 1.0 or greater indicates that the minimum instructional time exists for that instructional activity.

TABLE 21
UNDUPLICATED HEADCOUNT PER FYES AND CHES
2010-11

	HEADCOUNT PER FYES	HEADCOUNT PER CHES	UNDUPLICATED HEADCOUNT	FYES	CHES
<i>GROUP 1</i>					
ALPENA	1.82	1.55	2,678	1,470	1,723
BAY DE NOC	2.46	2.26	5,104	2,078	2,261
GLEN OAKS	2.03	1.71	2,171	1,068	1,270
GOGEBIC	1.74	1.44	1,690	974	1,175
KIRTLAND	2.53	2.02	3,512	1,386	1,737
MID MICHIGAN	2.08	1.72	7,551	3,623	4,368
MONTCALM	2.84	2.44	3,831	1,348	1,571
NORTH CENTRAL	2.81	2.36	4,460	1,583	1,891
SOUTHWESTERN	1.89	1.52	4,316	2,286	2,834
WEST SHORE	2.29	1.98	2,339	1,020	1,184
<i>GROUP 2</i>					
JACKSON	2.01	1.82	11,081	5,510	6,105
KELLOGG	3.40	2.78	14,634	4,305	5,261
LAKE MICHIGAN	2.46	1.87	7,739	3,142	4,130
MONROE	3.22	2.70	9,406	2,920	3,490
MUSKEGON	2.25	1.84	8,050	3,581	4,380
NORTHWESTERN	3.93	3.12	14,455	3,675	4,633
ST. CLAIR	2.24	2.00	8,236	3,683	4,127
<i>GROUP 3</i>					
DELTA	2.32	1.93	18,613	8,018	9,633
GRAND RAPIDS	2.06	2.42	25,605	12,413	10,565
HENRY FORD	2.15	2.00	28,634	13,330	14,352
KALAMAZOO VALLEY	2.27	2.89	17,647	7,782	9,347
MOTT	2.54	1.99	20,836	8,191	10,467
SCHOOLCRAFT	3.62	3.13	35,018	9,683	11,203
WASHTENAW	2.54	2.04	24,131	9,512	11,842
WAYNE COUNTY	5.76	4.08	72,658	12,605	15,127
<i>GROUP 4</i>					
LANSING	2.35	2.04	34,413	14,649	16,840
MACOMB	2.68	2.12	44,596	16,663	21,073
OAKLAND	2.60	2.19	51,601	19,858	23,534
STATE AGGREGATE	2.60	2.18	485,005	176,356	209,799

**TABLE 22
IN-DISTRICT UNDUPLICATED HEADCOUNT
2010-11**

	% IN-DISTRICT STUDENTS	IN- DISTRICT	OUT-OF- DISTRICT	TOTAL STUDENTS
<i>GROUP 1</i>				
ALPENA	52.8%	1,415	1,263	2,678
BAY DE NOC	46.9%	2,394	2,710	5,104
GLEN OAKS	84.5%	1,835	336	2,171
GOGEBIC	32.4%	547	1,143	1,690
KIRTLAND	58.7%	2,063	1,449	3,512
MID MICHIGAN	31.7%	2,394	5,157	7,551
MONTCALM	65.3%	2,503	1,328	3,831
NORTH CENTRAL	46.3%	2,064	2,396	4,460
SOUTHWESTERN	41.1%	1,772	2,544	4,316
WEST SHORE	86.3%	2,018	321	2,339
<i>GROUP 2</i>				
JACKSON	50.8%	5,630	5,451	11,081
KELLOGG	54.4%	7,968	6,666	14,634
LAKE MICHIGAN	80.0%	6,190	1,549	7,739
MONROE	80.6%	7,577	1,829	9,406
MUSKEGON	72.7%	5,851	2,199	8,050
NORTHWESTERN	62.0%	8,959	5,496	14,455
ST. CLAIR	77.3%	6,368	1,868	8,236
<i>GROUP 3</i>				
DELTA	83.4%	15,529	3,084	18,613
GRAND RAPIDS	76.3%	19,539	6,066	25,605
HENRY FORD	25.8%	7,375	21,259	28,634
KALAMAZOO VALLEY	76.9%	13,570	4,077	17,647
MOTT	77.8%	16,208	4,628	20,836
SCHOOLCRAFT	46.8%	16,384	18,634	35,018
WASHTENAW	63.2%	15,259	8,872	24,131
WAYNE COUNTY	89.8%	65,238	7,420	72,658
<i>GROUP 4</i>				
LANSING	61.3%	21,083	13,330	34,413
MACOMB	74.1%	33,065	11,531	44,596
OAKLAND	78.3%	40,382	11,219	51,601
STATE AGGREGATE	68.3%	331,180	153,825	485,005

TABLE 23
OPERATING FUND REVENUE
2010-11

	TUITION & FEES		PROPERTY TAX		STATE AID		ALL OTHER		TOTAL
GROUP 1									
ALPENA	\$6,729,200	42%	\$2,676,167	18%	\$5,215,146	35%	\$322,775	2%	\$14,943,288
BAY DE NOC	\$8,901,036	52%	\$2,219,760	13%	\$5,256,300	30%	\$919,214	5%	\$17,296,310
GLEN OAKS	\$4,073,224	34%	\$5,205,134	44%	\$2,518,000	21%	\$65,643	1%	\$11,862,001
GOGEBIC	\$4,166,119	40%	\$1,333,863	13%	\$4,330,100	42%	\$601,557	6%	\$10,431,639
KIRTLAND	\$6,370,902	38%	\$6,792,129	40%	\$2,967,100	18%	\$712,883	4%	\$16,843,014
MID MICHIGAN	\$19,096,272	72%	\$2,329,761	9%	\$4,415,300	17%	\$533,933	2%	\$26,375,266
MONTCALM	\$5,371,865	38%	\$5,578,988	39%	\$3,054,800	21%	\$300,322	2%	\$14,305,975
NORTH CENTRAL	\$7,286,199	45%	\$5,759,864	35%	\$2,997,400	18%	\$276,123	2%	\$16,319,586
SOUTHWESTERN	\$11,836,640	49%	\$4,790,804	20%	\$6,432,900	26%	\$1,266,115	5%	\$24,326,459
WEST SHORE	\$3,237,639	27%	\$5,878,793	49%	\$2,343,900	20%	\$541,281	5%	\$12,001,613
GROUP 2									
JACKSON	\$29,122,150	60%	\$4,965,858	10%	\$11,689,100	24%	\$2,902,108	6%	\$48,679,216
KELLOGG	\$15,374,953	42%	\$10,352,515	28%	\$9,450,200	26%	\$1,418,028	4%	\$36,595,696
LAKE MICHIGAN	\$11,866,692	35%	\$14,850,019	44%	\$5,159,300	15%	\$1,970,874	6%	\$33,846,885
MONROE	\$9,457,675	36%	\$12,474,877	47%	\$4,245,981	16%	\$263,636	1%	\$26,442,169
MUSKEGON	\$14,531,423	44%	\$9,808,691	30%	\$8,606,200	26%	\$276,300	1%	\$33,222,614
NORTHWESTERN	\$21,147,636	52%	\$9,349,702	23%	\$8,809,197	22%	\$1,043,989	3%	\$40,350,524
ST. CLAIR	\$14,185,249	44%	\$10,571,651	32%	\$6,834,300	21%	\$980,553	3%	\$32,571,753
GROUP 3									
DELTA	\$32,285,052	45%	\$23,112,542	33%	\$13,859,600	20%	\$1,732,133	2%	\$70,989,327
GRAND RAPIDS	\$57,470,464	53%	\$29,492,923	27%	\$17,355,298	16%	\$4,948,446	5%	\$109,267,131
HENRY FORD	\$58,781,735	61%	\$12,090,099	13%	\$21,068,500	22%	\$1,767,944	2%	\$93,708,278
KALAMAZOO VALLEY	\$21,086,458	39%	\$19,214,906	36%	\$11,979,200	22%	\$1,530,501	3%	\$53,811,065
MOTT	\$39,844,283	46%	\$27,258,403	32%	\$15,249,580	18%	\$4,100,689	5%	\$86,452,955
SCHOOLCRAFT	\$37,688,104	50%	\$23,885,854	31%	\$11,891,300	16%	\$2,400,778	3%	\$75,866,036
WASHTENAW	\$33,602,081	35%	\$46,345,019	48%	\$12,266,500	13%	\$5,039,462	5%	\$97,253,062
WAYNE COUNTY	\$45,680,353	35%	\$63,433,130	49%	\$16,742,379	13%	\$3,556,664	3%	\$129,412,526
GROUP 4									
LANSING	\$55,907,849	43%	\$40,359,554	31%	\$29,910,300	23%	\$4,397,999	3%	\$130,575,702
MACOMB	\$54,165,503	42%	\$39,782,320	31%	\$31,857,000	25%	\$2,511,732	2%	\$128,316,555
OAKLAND	\$55,399,573	35%	\$82,991,098	52%	\$20,281,600	13%	\$1,460,115	1%	\$160,132,386
STATE AGGREGATE	\$684,666,329	44.1%	\$522,904,424	33.7%	\$296,786,481	19.1%	\$47,841,797	3.1%	\$1,552,199,031

Source: 2010-11 Audited Financial Statements

TABLE 24
OPERATING FUND REVENUE PER FYES
2010-11

	TOTAL REVENUE PER FYES	TUITION & FEES PER FYES	PROPERTY TAXES PER FYES	STATE AID PER FYES	OTHER REVENUE PER FYES
GROUP 1					
ALPENA	\$10,169	\$4,579	\$1,821	\$3,549	\$220
BAY DE NOC	\$8,317	\$4,283	\$1,068	\$2,529	\$442
GLEN OAKS	\$11,101	\$3,812	\$4,871	\$2,357	\$61
GOGEBIC	\$10,710	\$4,277	\$1,369	\$4,446	\$618
KIRTLAND	\$12,147	\$4,595	\$4,898	\$2,140	\$514
MID MICHIGAN	\$7,280	\$5,271	\$643	\$1,219	\$147
MONTCALM	\$10,608	\$3,983	\$4,137	\$2,265	\$223
NORTH CENTRAL	\$10,310	\$4,603	\$3,639	\$1,894	\$174
SOUTHWESTERN	\$10,642	\$5,178	\$2,096	\$2,814	\$554
WEST SHORE	\$11,476	\$3,175	\$5,765	\$2,299	\$237
GROUP 2					
JACKSON	\$8,836	\$5,286	\$901	\$2,122	\$527
KELLOGG	\$8,500	\$3,571	\$2,405	\$2,195	\$329
LAKE MICHIGAN	\$10,773	\$3,777	\$4,727	\$1,642	\$627
MONROE	\$9,056	\$3,239	\$4,273	\$1,454	\$90
MUSKEGON	\$9,277	\$4,058	\$2,739	\$2,403	\$77
NORTHWESTERN	\$10,980	\$5,755	\$2,544	\$2,397	\$284
ST. CLAIR	\$8,845	\$3,852	\$2,871	\$1,856	\$266
GROUP 3					
DELTA	\$8,855	\$4,027	\$2,883	\$1,729	\$216
GRAND RAPIDS	\$8,803	\$4,630	\$2,376	\$1,398	\$399
HENRY FORD	\$7,030	\$4,410	\$907	\$1,580	\$133
KALAMAZOO VALLEY	\$6,915	\$2,710	\$2,469	\$1,539	\$197
MOTT	\$10,555	\$4,864	\$3,328	\$1,862	\$501
SCHOOLCRAFT	\$7,835	\$3,892	\$2,467	\$1,228	\$248
WASHTENAW	\$10,225	\$3,533	\$4,872	\$1,290	\$530
WAYNE COUNTY	\$10,266	\$3,624	\$5,032	\$1,328	\$282
GROUP 4					
LANSING	\$8,914	\$3,817	\$2,755	\$2,042	\$300
MACOMB	\$7,701	\$3,251	\$2,387	\$1,912	\$151
OAKLAND	\$8,064	\$2,790	\$4,179	\$1,021	\$74
STATE AGGREGATE	\$8,801	\$3,882	\$2,965	\$1,683	\$271
STATE AVERAGE	\$9,435	\$4,102	\$3,015	\$2,018	\$301

TABLE 25
OPERATING FUND REVENUE PER CONTACT HOUR EQUATED STUDENTS (CHES)
2010-11

	TOTAL REVENUE PER CHES	TUITION & FEES PER CHES	PROPERTY TAXES PER CHES	STATE AID PER CHES	OTHER REVENUE PER CHES
GROUP 1					
ALPENA	\$8,673	\$3,906	\$1,553	\$3,027	\$187
BAY DE NOC	\$7,650	\$3,937	\$982	\$2,325	\$407
GLEN OAKS	\$9,340	\$3,207	\$4,099	\$1,983	\$52
GOGEBIC	\$8,878	\$3,546	\$1,135	\$3,685	\$512
KIRTLAND	\$9,697	\$3,668	\$3,910	\$1,708	\$410
MID MICHIGAN	\$6,038	\$4,372	\$534	\$1,012	\$122
MONTCALM	\$9,106	\$3,419	\$3,551	\$1,944	\$191
NORTH CENTRAL	\$8,630	\$3,853	\$3,046	\$1,585	\$146
SOUTHWESTERN	\$8,584	\$4,177	\$1,690	\$2,270	\$447
WEST SHORE	\$10,136	\$2,735	\$4,965	\$1,980	\$457
GROUP 2					
JACKSON	\$7,974	\$4,770	\$813	\$1,915	\$475
KELLOGG	\$6,956	\$2,922	\$1,968	\$1,796	\$270
LAKE MICHIGAN	\$8,197	\$2,874	\$3,597	\$1,250	\$477
MONROE	\$7,577	\$2,710	\$3,574	\$1,217	\$76
MUSKEGON	\$7,585	\$3,318	\$2,239	\$1,965	\$63
NORTHWESTERN	\$8,709	\$4,565	\$2,018	\$1,901	\$225
ST. CLAIR	\$7,892	\$3,437	\$2,562	\$1,656	\$238
GROUP 3					
DELTA	\$7,369	\$3,352	\$2,399	\$1,439	\$180
GRAND RAPIDS	\$7,672	\$4,035	\$2,071	\$1,219	\$347
HENRY FORD	\$6,529	\$4,096	\$842	\$1,468	\$123
KALAMAZOO VALLEY	\$5,757	\$2,256	\$2,056	\$1,282	\$164
MOTT	\$8,260	\$3,807	\$2,604	\$1,457	\$392
SCHOOLCRAFT	\$6,772	\$3,364	\$2,132	\$1,061	\$214
WASHTENAW	\$8,213	\$2,838	\$3,914	\$1,036	\$426
WAYNE COUNTY	\$8,555	\$3,020	\$4,193	\$1,107	\$235
GROUP 4					
LANSING	\$7,754	\$3,320	\$2,397	\$1,776	\$261
MACOMB	\$6,089	\$2,570	\$1,888	\$1,512	\$119
OAKLAND	\$6,804	\$2,354	\$3,526	\$862	\$62
STATE AGGREGATE	\$7,399	\$3,263	\$2,492	\$1,415	\$228
STATE AVERAGE	\$7,907	\$3,444	\$2,509	\$1,694	\$260

**TABLE 26
TAXABLE VALUE AND MILLAGE RATES
2010-11**

	TAXABLE VALUE PER FYES	TAXABLE VALUE ('000)	FYES	MILLAGE RATES				
				BUILDING & SITE	DEBT RETIREMENT	VOTED OPERATING	LEVIED OPERATING	TOTAL LEVIED
GROUP 1								
ALPENA	\$729	\$1,071,340	1,470	0.0000	0.0000	2.5000	2.5000	2.5000
BAY DE NOC	\$539	\$1,119,775	2,078	1.0000	0.2035	2.5000	2.3076	3.5111
GLEN OAKS	\$1,732	\$1,849,810	1,068	0.0000	0.0000	3.0000	2.7249	2.7249
GOGEBIC	\$499	\$485,948	974	1.3952	0.0000	1.5000	1.3129	2.7081
KIRTLAND	\$2,205	\$3,058,725	1,387	0.0000	0.1100	2.5000	2.1093	2.2193
MID MICHIGAN	\$524	\$1,896,656	3,623	0.0000	0.0000	1.5000	1.2233	1.2233
MONTCALM	\$1,608	\$2,168,162	1,348	0.0000	0.0000	3.0000	2.7294	2.7294
NORTH CENTRAL	\$1,733	\$2,743,655	1,583	0.0000	0.2679	2.7500	2.1091	2.3770
SOUTHWESTERN	\$861	\$1,968,303	2,286	0.0000	0.0000	3.0000	2.4280	2.4280
WEST SHORE	\$2,635	\$2,687,649	1,020	0.9732	0.0000	2.2116	2.1175	3.0907
GROUP 2								
JACKSON	\$773	\$4,256,992	5,510	0.0000	0.0000	1.3300	1.1446	1.1446
KELLOGG	\$837	\$3,602,172	4,305	0.8500	0.0000	2.9500	2.8636	3.7106
LAKE MICHIGAN	\$2,519	\$7,914,128	3,142	0.0000	0.0000	1.8202	1.7854	1.7854
MONROE	\$1,981	\$5,785,534	2,920	0.0000	0.0000	2.2500	2.1794	2.1794
MUSKEGON	\$1,275	\$4,564,761	3,581	0.0000	0.0000	2.4000	2.2037	2.2037
NORTHWESTERN	\$1,192	\$4,379,649	3,675	0.0000	0.7000	2.5742	2.1700	2.8700
ST. CLAIR	\$1,507	\$5,550,183	3,683	0.0000	0.0000	1.9951	1.8891	1.8891
GROUP 3								
DELTA	\$1,427	\$11,436,402	8,017	0.0000	0.0000	2.0864	2.0427	2.0427
GRAND RAPIDS	\$1,744	\$21,646,153	12,412	0.0000	0.0000	1.9000	1.7865	1.7865
HENRY FORD	\$296	\$3,941,200	13,331	0.0000	0.5800	3.0000	3.0000	3.5800
KALAMAZOO VALLEY	\$1,045	\$8,133,850	7,782	0.0000	0.0000	2.5000	2.4089	2.4089
MOTT	\$1,303	\$10,673,908	8,191	0.0000	0.6900	2.0500	1.9896	2.6796
SCHOOLCRAFT	\$1,399	\$13,542,284	9,683	0.0000	0.0000	2.2700	1.7967	1.7967
WASHTENAW	\$1,493	\$14,200,351	9,512	0.0000	0.2800	3.8000	3.4056	3.6856
WAYNE COUNTY	\$2,343	\$29,533,675	12,605	0.0000	0.0000	2.5000	2.4769	2.4769
GROUP 4								
LANSING	\$742	\$10,863,292	14,648	0.0000	0.0000	4.0000	3.8072	3.8072
MACOMB	\$1,674	\$27,895,119	16,663	0.0000	0.0000	1.4640	1.4212	1.4212
OAKLAND	\$3,123	\$62,006,708	19,858	0.0000	0.0000	0.0000	1.5844	1.5844
STATE AGGREGATE	\$1,525	\$268,976,384	176,355	0.1507	0.1011	2.3340	2.1971	2.4487

**TABLE 27
OPERATING FUND EXPENDITURES
2010-11**

	INSTRUCTION	* INFORMATION TECHNOLOGY	PUBLIC SERVICE	INSTRUCTIONAL SUPPORT	STUDENT SERVICES	ADMINISTRATION	PHYSICAL PLANT	TOTAL
GROUP 1								
ALPENA	\$7,883,689	\$0	\$104,942	\$1,343,324	\$1,553,493	\$2,153,590	\$1,605,840	\$14,644,878
BAY DE NOC	\$8,743,050	\$0	\$247,481	\$1,687,835	\$1,630,988	\$2,932,293	\$1,858,585	\$17,100,232
GLEN OAKS	\$4,261,273	\$0	\$277,408	\$1,408,057	\$1,642,300	\$1,910,009	\$1,065,598	\$10,564,645
GOGEBIC	\$4,455,780	\$0	\$0	\$919,831	\$1,431,460	\$1,681,295	\$744,830	\$9,233,196
KIRTLAND	\$6,852,437	\$0	\$316,947	\$2,284,687	\$1,937,507	\$2,471,197	\$2,360,242	\$16,223,017
MID MICHIGAN	\$9,818,372	\$0	\$515,466	\$2,192,985	\$2,641,259	\$3,826,304	\$2,157,668	\$21,152,054
MONTCALM	\$6,173,669	\$0	\$390,155	\$1,932,058	\$1,342,581	\$2,025,423	\$1,943,882	\$13,807,768
NORTH CENTRAL	\$6,646,418	\$0	\$0	\$1,719,524	\$2,557,500	\$2,074,732	\$1,631,261	\$14,629,435
SOUTHWESTERN	\$8,198,000	\$0	\$100,369	\$2,198,214	\$2,888,802	\$4,192,062	\$2,730,149	\$20,307,596
WEST SHORE	\$4,451,758	\$0	\$297,687	\$1,520,896	\$946,001	\$2,240,070	\$1,656,673	\$11,113,085
GROUP 2								
JACKSON	\$20,544,082	\$0	\$768,934	\$3,425,591	\$5,850,192	\$5,928,342	\$5,176,868	\$41,694,009
KELLOGG	\$17,625,591	\$0	\$0	\$5,404,101	\$3,081,483	\$3,941,041	\$3,589,502	\$33,641,718
LAKE MICHIGAN	\$10,972,778	\$0	\$17,957	\$3,170,586	\$3,927,336	\$4,837,353	\$3,516,028	\$26,442,038
MONROE	\$12,943,587	\$0	\$215,987	\$3,860,716	\$2,965,988	\$3,161,994	\$3,196,775	\$26,345,047
MUSKEGON	\$15,202,189	\$0	\$536,380	\$3,163,654	\$4,745,522	\$3,632,903	\$2,600,899	\$29,881,547
NORTHWESTERN	\$16,653,483	\$0	\$324,362	\$6,203,701	\$3,795,915	\$5,221,399	\$5,163,467	\$37,362,327
ST. CLAIR	\$12,224,056	\$0	\$135,310	\$4,119,468	\$3,022,628	\$4,274,991	\$3,527,148	\$27,303,601
GROUP 3								
DELTA	\$33,512,792	\$0	\$1,100,073	\$8,338,742	\$7,397,057	\$8,085,996	\$6,028,031	\$64,462,691
GRAND RAPIDS	\$57,518,848	\$0	\$1,394,013	\$13,473,227	\$9,302,348	\$13,386,798	\$12,450,757	\$107,525,991
HENRY FORD	\$49,425,139	\$0	\$0	\$9,404,855	\$9,487,524	\$14,584,244	\$9,171,089	\$92,072,851
KALAMAZOO VALLEY	\$27,085,422	\$0	\$1,470,557	\$5,224,350	\$6,329,511	\$6,134,618	\$6,660,526	\$52,904,984
MOTT	\$31,940,352	\$0	\$664,263	\$9,686,922	\$12,633,535	\$8,535,217	\$10,791,964	\$74,252,253
SCHOOLCRAFT	\$28,417,015	\$0	\$2,203,060	\$9,990,746	\$7,998,999	\$10,139,559	\$8,913,202	\$67,662,581
WASHTENAW	\$42,726,720	\$0	\$56,704	\$11,314,085	\$11,962,010	\$11,051,571	\$11,446,825	\$88,557,915
WAYNE COUNTY	\$31,123,033	\$0	\$1,463,958	\$11,710,634	\$21,070,296	\$13,900,286	\$14,042,214	\$93,310,421
GROUP 4								
LANSING	\$45,839,580	\$0	\$2,141,002	\$18,266,359	\$15,083,387	\$11,033,573	\$13,504,296	\$105,868,197
MACOMB	\$51,060,753	\$0	\$1,441,770	\$17,916,264	\$12,166,336	\$12,254,024	\$14,061,702	\$108,900,849
OAKLAND	\$66,942,087	\$0	\$131,104	\$23,602,746	\$15,313,071	\$14,030,033	\$16,967,602	\$136,986,643
STATE AGGREGATE	\$639,241,953	\$0	\$16,315,889	\$185,484,158	\$174,705,029	\$179,640,917	\$168,563,623	\$1,363,951,569

Capital expenditures excluded.

*The Michigan Division of Education and Career Success, Community College Services, has eliminated the Information Technology Activity 2.0 from the ACS reporting effective with the 2009-10 reporting period. ACS 3: Deleted Information Technology Activity 2.0, the costs associated with providing technology will be allocated between ACS Activity 1.0 Instruction Activity, ACS Activity 4.0 Instructional Support Activity, ACS Activity 5.0 Student Services Activity Sub-Activity 5.1 and sub-activity 5.2 and ACS Activity 6.0 Institutional Administration Activity.

TABLE 28
EXPENDITURES BY ACTIVITY (PERCENTAGES)
2010-11

	INSTRUCTION	*INFORMATION TECHNOLOGY	PUBLIC SERVICE	INSTRUCTIONAL SUPPORT	STUDENT SERVICES	ADMINISTRATION	PHYSICAL PLANT
GROUP 1							
ALPENA	53.8%	0.0%	0.7%	9.2%	10.6%	14.7%	11.0%
BAY DE NOC	51.1%	0.0%	1.4%	9.9%	9.5%	17.1%	10.9%
GLEN OAKS	40.3%	0.0%	2.6%	13.3%	15.5%	18.1%	10.1%
GOGEBIC	48.3%	0.0%	0.0%	10.0%	15.5%	18.2%	8.0%
KIRTLAND	42.2%	0.0%	2.0%	14.1%	11.9%	15.2%	14.5%
MID MICHIGAN	46.4%	0.0%	2.4%	10.4%	12.5%	18.1%	10.2%
MONTCALM	44.7%	0.0%	2.8%	14.0%	9.7%	14.7%	14.1%
NORTH CENTRAL	45.4%	0.0%	0.0%	11.7%	17.5%	14.2%	11.2%
SOUTHWESTERN	40.4%	0.0%	0.5%	10.8%	14.2%	20.6%	13.4%
WEST SHORE	40.1%	0.0%	2.7%	13.7%	8.5%	20.2%	14.9%
GROUP 2							
JACKSON	49.3%	0.0%	1.8%	8.2%	14.0%	14.2%	12.4%
KELLOGG	52.4%	0.0%	0.0%	16.1%	9.2%	11.7%	10.7%
LAKE MICHIGAN	41.5%	0.0%	0.1%	12.0%	14.9%	18.3%	13.3%
MONROE	49.1%	0.0%	0.8%	14.7%	11.3%	12.0%	12.1%
MUSKEGON	50.9%	0.0%	0.8%	10.6%	15.9%	12.2%	8.7%
NORTHWESTERN	44.6%	0.0%	1.8%	16.6%	10.2%	14.0%	13.8%
ST. CLAIR	44.8%	0.0%		15.1%	11.1%	15.7%	12.9%
GROUP 3							
DELTA	52.0%	0.0%	1.7%	12.9%	11.5%	12.5%	9.4%
GRAND RAPIDS	53.5%	0.0%	1.3%	12.5%	8.7%	12.4%	11.6%
HENRY FORD	53.6%	0.0%	0.0%	10.3%	10.3%	15.8%	10.0%
KALAMAZOO VALLEY	51.2%	0.0%	2.8%	9.9%	12.0%	11.6%	11.8%
MOTT	43.0%	0.0%	0.9%	13.0%	17.0%	11.5%	14.5%
SCHOOLCRAFT	42.0%	0.0%	3.3%	14.8%	11.8%	15.0%	13.2%
WASHTENAW	48.2%	0.0%	0.6%	12.8%	13.5%	12.5%	12.9%
WAYNE COUNTY	33.4%	0.0%	1.6%	12.6%	22.6%	14.9%	15.0%
GROUP 4							
LANSING	43.3%	0.0%	2.0%	17.3%	14.2%	10.4%	12.8%
MACOMB	46.9%	0.0%	1.3%	16.4%	11.2%	11.2%	12.9%
OAKLAND	48.9%	0.0%	0.1%	17.2%	11.2%	10.2%	12.4%
STATE AGGREGATE	46.4%	0.0%	1.3%	12.9%	12.7%	14.5%	12.1%

Capital expenditures excluded.

*The Michigan Division of Education and Career Success, Community College Services, has eliminated the Information Technology Activity 2.0 from the ACS reporting effective with the 2009-10 reporting period. ACS 3: Deleted Information Technology Activity 2.0, the costs associated with providing technology will be allocated between ACS Activity 1.0 Instruction Activity, ACS Activity 4.0 Instructional Support Activity, ACS Activity 5.0 Student Services Activity Sub-Activity 5.1 and sub-activity 5.2 and ACS Activity 6.0 Institutional Administration Activity.

TABLE 29
EXPENDITURES PER FYES AND CHES
2010-11

	EXPENDITURES PER FYES	EXPENDITURES PER CHES	OPERATING FUND EXPENDITURES	FYES	CHES
GROUP 1					
ALPENA	\$9,963	\$8,500	\$14,644,878	1,470	1,723
BAY DE NOC	\$8,229	\$7,563	\$17,100,232	2,078	2,261
GLEN OAKS	\$9,883	\$8,319	\$105,646,645	1,069	1,270
GOGEBIC	\$9,480	\$7,858	\$9,233,196	974	1,175
KIRTLAND	\$11,696	\$9,340	\$16,223,017	1,387	1,737
MID MICHIGAN	\$5,838	\$4,843	\$21,152,054	3,623	4,368
MONTCALM	\$10,236	\$8,789	\$13,807,768	1,349	1,571
NORTH CENTRAL	\$9,242	\$7,736	\$14,629,435	1,583	1,891
SOUTHWESTERN	\$8,883	\$7,166	\$20,307,596	2,286	2,834
WEST SHORE	\$10,895	\$9,386	\$11,113,085	1,020	1,184
GROUP 2					
JACKSON	\$7,567	\$6,829	\$41,694,009	5,510	6,105
KELLOGG	\$7,815	\$6,395	\$33,641,718	4,305	5,261
LAKE MICHIGAN	\$8,416	\$6,404	\$26,442,038	3,142	4,129
MONROE	\$9,022	\$7,549	\$26,345,047	2,920	3,490
MUSKEGON	\$8,344	\$6,822	\$29,881,547	3,581	4,380
NORTHWESTERN	\$10,167	\$8,064	\$37,362,327	3,675	4,633
ST. CLAIR	\$7,413	\$6,616	\$27,303,601	3,683	4,127
GROUP 3					
DELTA	\$8,040	\$6,692	\$64,462,691	8,018	9,633
GRAND RAPIDS	\$8,662	\$7,550	\$107,525,991	12,413	14,242
HENRY FORD	\$6,911	\$6,420	\$92,134,460	13,331	14,352
KALAMAZOO VALLEY	\$7,246	\$6,033	\$56,389,979	7,782	9,347
MOTT	\$9,065	\$7,094	\$74,252,253	8,191	10,467
SCHOOLCRAFT	\$6,988	\$6,040	\$67,662,581	9,683	11,203
WASHTENAW	\$9,310	\$7,478	\$88,557,915	9,512	11,842
WAYNE COUNTY	\$7,403	\$6,168	\$93,310,421	12,605	15,127
GROUP 4					
LANSING	\$7,227	\$6,287	\$105,863,197	14,649	16,840
MACOMB	\$6,535	\$5,168	\$108,900,849	16,663	21,073
OAKLAND	\$6,898	\$5,821	\$136,986,643	19,858	23,534
STATE AGGREGATE	\$7,205	\$6,057	\$1,462,575,173	176,360	209,799
STATE AVERAGE	\$8,478	\$7,105			

Capital expenditures excluded.

**TABLE 30
INSTRUCTIONAL COST
2010-11**

	COST PER FYES	COST PER CHES	INSTRUCTION EXPENDITURES	FYES	CHES
GROUP 1					
ALPENA	\$5,663	\$4,576	\$7,883,689	1,470	1,723
BAY DE NOC	\$4,207	\$3,867	\$8,743,050	2,078	2,261
GLEN OAKS	\$3,355	\$3,355	\$4,261,273	1,069	1,270
GOGEBIC	\$4,575	\$3,792	\$4,455,780	974	1,175
KIRTLAND	\$4,940	\$3,945	\$6,852,437	1,387	1,737
MID MICHIGAN	\$2,710	\$2,248	\$9,818,372	3,623	4,368
MONTCALM	\$4,576	\$3,930	\$6,173,669	1,349	1,571
NORTH CENTRAL	\$4,199	\$3,515	\$6,646,418	1,583	1,891
SOUTHWESTERN	\$3,586	\$2,893	\$8,198,000	2,286	2,834
WEST SHORE	\$4,364	\$3,760	\$4,451,758	1,020	1,184
GROUP 2					
JACKSON	\$3,729	\$3,365	\$20,544,082	5,510	6,105
KELLOGG	\$4,094	\$3,350	\$17,625,591	4,305	5,261
LAKE MICHIGAN	\$3,492	\$2,657	\$10,972,778	3,142	4,129
MONROE	\$4,433	\$3,709	\$12,943,587	2,920	3,490
MUSKEGON	\$4,245	\$3,471	\$15,202,189	3,581	4,380
NORTHWESTERN	\$4,531	\$3,595	\$16,653,483	3,675	4,633
ST. CLAIR	\$3,319	\$2,962	\$12,224,056	3,683	4,127
GROUP 3					
DELTA	\$4,180	\$3,479	\$33,512,792	8,018	9,633
GRAND RAPIDS	\$4,634	\$4,039	\$57,518,848	12,413	14,242
HENRY FORD	\$3,708	\$3,444	\$49,425,139	13,331	14,352
KALAMAZOO VALLEY	\$3,481	\$2,897	\$27,085,422	7,782	9,347
MOTT	\$3,899	\$3,052	\$31,940,352	8,191	10,467
SCHOOLCRAFT	\$2,935	\$2,537	\$28,417,015	9,683	11,203
WASHTENAW	\$4,492	\$3,608	\$42,726,720	9,512	11,842
WAYNE COUNTY	\$2,469	\$2,057	\$31,123,033	12,605	15,127
GROUP 4					
LANSING	\$3,129	\$2,722	\$45,839,580	14,649	16,840
MACOMB	\$3,064	\$2,423	\$51,060,753	16,663	21,073
OAKLAND	\$3,311	\$2,844	\$66,942,087	19,858	23,534
STATE AGGREGATE	\$3,625	\$3,047	\$639,241,953	176,360	209,799
STATE AVERAGE	\$3,904	\$3,289			

Capital expenditures excluded.

**TABLE 31
 COST PER STUDENT CONTACT HOUR AND STUDENT CREDIT HOUR
 2010-11**

ACS CODE & SUB-ACTIVITY	COST PER CONTACT HOUR	COST PER CREDIT HOUR	EXPENDITURES	CONTACT HOURS	CREDIT HOURS
1.1 GENERAL EDUCATION	\$5.78	\$100.47	\$305,014,014	57,934,667	3,035,815
1.2 BUSINESS & HUMAN SERVICES	\$5.96	\$109.06	\$124,853,276	21,237,663	1,144,774
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	\$10.56	\$248.33	\$67,140,831	6,357,599	270,363
1.4 HEALTH OCCUPATIONS	\$8.81	\$221.06	\$95,596,051	10,851,607	432,444
1.5 DEVELOPMENTAL EDUCATION & BASIC SKILLS	\$5.18	\$86.88	\$36,252,790	9,074,432	538,093
1.6 HUMAN DEVELOPMENT	\$3.59	\$101.27	\$3,047,856	848,272	30,097
1.7 PERSONAL INTEREST	\$3.43	\$172.46	\$2,985,884	869,923	17,313
1.0 INSTRUCTION TOTAL	\$5.92	\$116.09	\$634,890,702	107,174,163	5,468,899

Capital expenditures excluded.

TABLE 32
COST PER STUDENT CONTACT HOUR BY COLLEGE
2010-11

	ALL INSTRUCTION	GENERAL EDUCATION	BUSINESS & HUMAN SERVICES	TECHNICAL & INDUSTRIAL OCCUPATIONS	HEALTH OCCUPATIONS	DEVELOP. EDUC & BASIC SKILLS	HUMAN DEVELOP.	PERSONAL INTEREST
GROUP 1								
ALPENA	\$8.97	\$8.66	\$7.83	\$10.35	\$13.20	\$6.86	\$0.00	\$0.00
BAY DE NOC	\$7.32	\$6.56	\$7.57	\$9.86	\$8.54	\$7.41	\$0.00	\$0.00
GLEN OAKS	\$6.77	\$4.57	\$10.23	\$5.98	\$10.11	\$6.08	\$0.00	\$0.00
GOGEBIC	\$7.52	\$6.50	\$9.02	\$11.05	\$7.66	\$0.31	\$4.77	\$1.60
KIRTLAND	\$7.86	\$7.31	\$8.98	\$10.53	\$7.36	\$6.04	\$10.65	\$28.24
MID MICHIGAN	\$4.53	\$4.14	\$3.59	\$7.64	\$6.25	\$3.16	\$0.00	\$0.00
MONTCALM	\$7.91	\$6.62	\$7.22	\$12.88	\$10.65	\$11.07	\$1.52	\$0.00
NORTH CENTRAL	\$7.05	\$6.78	\$7.05	\$4.66	\$8.79	\$5.68	\$2.94	\$0.00
SOUTHWESTERN	\$5.43	\$5.03	\$3.61	\$8.56	\$8.02	\$5.90	\$2.84	\$36.30
WEST SHORE	\$7.51	\$8.40	\$8.28	\$11.25	\$8.08	\$0.00	\$0.00	\$4.30
GROUP 2								
JACKSON	\$6.63	\$5.57	\$6.01	\$8.25	\$9.33	\$8.35	\$2.93	\$0.00
KELLOGG	\$6.62	\$5.46	\$5.33	\$16.04	\$12.56	\$3.85	\$0.35	\$4.06
LAKE MICHIGAN	\$5.35	\$5.22	\$6.63	\$13.07	\$4.50	\$4.17	\$2.91	\$0.79
MONROE	\$14.85	\$5.60	\$7.48	\$9.87	\$12.90	\$5.27	\$5.23	\$10.18
MUSKEGON	\$6.99	\$6.46	\$5.77	\$9.12	\$11.89	\$6.25	\$8.67	\$93.86
NORTHWESTERN	\$7.13	\$5.62	\$8.21	\$16.65	\$9.96	\$5.61	\$2.94	\$3.67
ST. CLAIR	\$5.97	\$5.47	\$5.08	\$7.07	\$7.67	\$6.90	\$3.56	\$0.00
GROUP 3								
DELTA	\$7.01	\$6.42	\$6.19	\$8.30	\$11.90	\$6.55	\$6.25	\$5.44
GRAND RAPIDS	\$8.13	\$7.15	\$9.49	\$15.55	\$10.18	\$5.68	\$4.21	\$0.00
HENRY FORD	\$6.83	\$8.12	\$6.41	\$10.81	\$7.82	\$0.62	\$0.23	\$6.58
KALAMAZOO VALLEY	\$5.84	\$5.10	\$5.28	\$8.15	\$8.67	\$8.50	\$0.00	\$0.00
MOTT	\$6.14	\$5.63	\$5.37	\$5.93	\$12.79	\$4.40	\$6.99	\$38.21
SCHOOLCRAFT	\$4.98	\$4.41	\$5.93	\$7.68	\$9.09	\$4.09	\$36.64	\$2.44
WASHTENAW	\$7.23	\$5.19	\$8.34	\$21.12	\$11.16	\$4.41	\$6.03	\$2.23
WAYNE COUNTY	\$4.09	\$4.07	\$4.07	\$4.06	\$4.64	\$0.00	\$4.55	\$4.03
GROUP 4								
LANSING	\$5.48	\$4.74	\$4.78	\$8.63	\$7.92	\$6.12	\$3.17	\$2.31
MACOMB	\$4.82	\$4.18	\$3.87	\$13.42	\$8.95	\$0.94	\$1.27	\$146.00
OAKLAND	\$9.49	\$5.94	\$6.27	\$8.96	\$8.29	\$0.55	\$0.00	\$0.49
STATE AVERAGE	\$6.94	\$6.04	\$5.96	\$10.56	\$8.81	\$5.18	\$3.59	\$3.43

Capital expenditures excluded.

**TABLE 33
INFORMATION TECHNOLOGY COST
2010-11**

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	*INFORMATION TECHNOLOGY EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
GROUP 1							
ALPENA	\$0	\$0	\$0	\$0	1,470	1,723	2,678
BAY DE NOC	\$0	\$0	\$0	\$0	2,078	2,261	5,104
GLEN OAKS	\$0	\$0	\$0	\$0	1,069	1,270	2,171
GOGEBIC	\$0	\$0	\$0	\$0	974	1,175	1,690
KIRTLAND	\$0	\$0	\$0	\$0	1,387	1,737	3,512
MID MICHIGAN	\$0	\$0	\$0	\$0	3,623	4,368	7,551
MONTCALM	\$0	\$0	\$0	\$0	1,349	1,571	3,831
NORTH CENTRAL	\$0	\$0	\$0	\$0	1,583	1,891	4,460
SOUTHWESTERN	\$0	\$0	\$0	\$0	2,286	2,834	4,316
WEST SHORE	\$0	\$0	\$0	\$0	1,020	1,184	2,339
GROUP 2							
JACKSON	\$0	\$0	\$0	\$0	5,510	6,105	11,081
KELLOGG	\$0	\$0	\$0	\$0	4,305	5,261	14,634
LAKE MICHIGAN	\$0	\$0	\$0	\$0	3,142	4,130	7,739
MONROE	\$0	\$0	\$0	\$0	2,920	3,490	9,406
MUSKEGON	\$0	\$0	\$0	\$0	3,581	4,380	8,050
NORTHWESTERN	\$0	\$0	\$0	\$0	3,675	4,633	14,455
ST. CLAIR	\$0	\$0	\$0	\$0	3,683	4,127	8,236
GROUP 3							
DELTA	\$0	\$0	\$0	\$0	8,018	9,633	18,613
GRAND RAPIDS	\$0	\$0	\$0	\$0	12,413	14,242	25,605
HENRY FORD	\$0	\$0	\$0	\$0	13,331	14,352	28,634
KALAMAZOO VALLEY	\$0	\$0	\$0	\$0	7,782	9,347	17,647
MOTT	\$0	\$0	\$0	\$0	8,191	10,467	20,836
SCHOOLCRAFT	\$0	\$0	\$0	\$0	9,683	11,203	35,018
WASHTENAW	\$0	\$0	\$0	\$0	9,512	11,842	24,131
WAYNE COUNTY	\$0	\$0	\$0	\$0	12,605	15,127	72,658
GROUP 4							
LANSING	\$0	\$0	\$0	\$0	14,649	16,840	34,413
MACOMB	\$0	\$0	\$0	\$0	16,663	21,073	44,596
OAKLAND	\$0	\$0	\$0	\$0	19,858	23,534	51,601
STATE AGGREGATE	\$0	\$0	\$0	\$0	176,360	209,800	485,005
STATE AVERAGE	\$0	\$0	\$0				

*The Michigan Division of Education and Career Success, Community College Services, has eliminated the Information Technology Activity 2.0 from the ACS reporting effective with the 2009-10 reporting period. ACS 3: Deleted Information Technology Activity 2.0, the costs associated with providing technology will be allocated between ACS Activity 1.0 Instruction Activity, ACS Activity 4.0 Instructional Support Activity, ACS Activity 5.0 Student Services Activity Sub-Activity 5.1 and sub-activity 5.2 and ACS Activity 6.0 Institutional Administration Activity.

**TABLE 34
INSTRUCTIONAL SUPPORT COST
2010-11**

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	INSTRUCTIONAL SUPPORT EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
GROUP 1							
ALPENA	\$914	\$780	\$502	\$1,343,324	1,470	1,723	2,678
BAY DE NOC	\$812	\$746	\$331	\$1,687,835	2,078	2,261	5,104
GLEN OAKS	\$1,317	\$1,109	\$649	\$1,408,057	1,069	1,270	2,171
GOGEBIC	\$944	\$783	\$544	\$919,831	974	1,175	1,690
KIRTLAND	\$1,647	\$1,315	\$651	\$2,284,687	1,387	1,737	3,512
MID MICHIGAN	\$605	\$502	\$290	\$2,192,985	3,623	4,368	7,551
MONTCALM	\$1,432	\$1,230	\$504	\$1,932,058	1,349	1,571	3,831
NORTH CENTRAL	\$1,086	\$909	\$386	\$1,719,524	1,583	1,891	4,460
SOUTHWESTERN	\$962	\$776	\$509	\$2,198,214	2,286	2,834	4,316
WEST SHORE	\$1,491	\$1,285	\$650	\$1,520,896	1,020	1,184	2,339
GROUP 2							
JACKSON	\$622	\$561	\$309	\$3,425,591	5,510	6,105	11,081
KELLOGG	\$1,255	\$1,027	\$369	\$5,404,101	4,305	5,261	14,634
LAKE MICHIGAN	\$1,009	\$768	\$410	\$3,170,586	3,142	4,130	7,739
MONROE	\$1,322	\$1,106	\$410	\$3,860,716	2,920	3,490	9,406
MUSKEGON	\$883	\$722	\$393	\$3,163,654	3,581	4,380	8,050
NORTHWESTERN	\$1,688	\$1,339	\$429	\$6,203,701	3,675	4,633	14,455
ST. CLAIR	\$1,119	\$998	\$500	\$4,119,468	3,683	4,127	8,236
<i>GROUP 3</i>							
DELTA	\$1,040	\$866	\$448	\$8,338,742	8,018	9,633	18,613
GRAND RAPIDS	\$1,085	\$1,275	\$526	\$13,473,227	12,413	10,565	25,605
HENRY FORD	\$705	\$655	\$328	\$9,404,855	13,331	14,352	28,634
KALAMAZOO VALLEY	\$671	\$559	\$296	\$5,224,350	7,782	9,347	17,647
MOTT	\$1,183	\$925	\$465	\$9,686,922	8,191	10,467	20,836
SCHOOLCRAFT	\$1,032	\$892	\$285	\$9,990,746	9,683	11,203	35,018
WASHTENAW	\$1,189	\$955	\$469	\$11,314,085	9,512	11,842	24,131
WAYNE COUNTY	\$929	\$774	\$161	\$11,710,634	12,605	15,127	72,658
GROUP 4							
LANSING	\$1,247	\$1,085	\$531	\$18,266,359	14,649	16,840	34,413
MACOMB	\$1,075	\$850	\$402	\$17,916,264	16,663	21,073	44,596
OAKLAND	\$1,189	\$1,003	\$457	\$23,602,746	19,858	23,534	51,601
STATE AGGREGATE	\$1,052	\$884	\$382	\$185,484,158	176,360	209,799	485,005
STATE AVERAGE	\$1,088	\$921	\$436				

Capital expenditures excluded.

**TABLE 35
STUDENT SERVICES COST
2010-11**

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	STUDENT SERVICES EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
GROUP 1							
ALPENA	\$1,057	\$902	\$580	\$1,553,493	1,470	1,723	2,678
BAY DE NOC	\$785	\$721	\$320	\$1,630,988	2,078	2,261	5,104
GLEN OAKS	\$1,536	\$1,293	\$756	\$1,642,300	1,069	1,270	2,171
GOGEBIC	\$1,470	\$1,218	\$847	\$1,431,460	974	1,175	1,690
KIRTLAND	\$1,397	\$1,115	\$552	\$1,937,507	1,387	1,737	3,512
MID MICHIGAN	\$729	\$605	\$350	\$2,641,259	3,623	4,368	7,551
MONTCALM	\$995	\$855	\$350	\$1,342,581	1,349	1,571	3,831
NORTH CENTRAL	\$1,616	\$1,352	\$573	\$2,557,500	1,583	1,891	4,460
SOUTHWESTERN	\$1,264	\$1,019	\$669	\$2,888,802	2,286	2,834	4,316
WEST SHORE	\$927	\$799	\$404	\$946,001	1,020	1,184	2,339
GROUP 2							
JACKSON	\$1,062	\$958	\$528	\$5,850,192	5,510	6,105	11,081
KELLOGG	\$716	\$586	\$211	\$3,081,483	4,305	5,261	14,634
LAKE MICHIGAN	\$1,250	\$951	\$507	\$3,927,336	3,142	4,130	7,739
MONROE	\$1,016	\$850	\$315	\$2,965,988	2,920	3,490	9,406
MUSKEGON	\$1,325	\$1,083	\$590	\$4,745,522	3,581	4,380	8,050
NORTHWESTERN	\$1,033	\$819	\$263	\$3,795,915	3,675	4,633	14,455
ST. CLAIR	\$821	\$732	\$367	\$3,022,628	3,683	4,127	8,236
GROUP 3							
DELTA	\$923	\$768	\$397	\$7,397,057	8,018	9,633	18,613
GRAND RAPIDS	\$749	\$880	\$363	\$9,302,348	12,413	10,565	25,605
HENRY FORD	\$712	\$661	\$331	\$9,487,524	13,331	14,352	28,634
KALAMAZOO VALLEY	\$813	\$677	\$359	\$6,329,511	7,782	9,347	17,647
MOTT	\$1,542	\$1,207	\$606	\$12,633,535	8,191	10,467	20,836
SCHOOLCRAFT	\$826	\$714	\$228	\$7,998,999	9,683	11,203	35,018
WASHTENAW	\$1,258	\$1,010	\$496	\$11,962,010	9,512	11,842	24,131
WAYNE COUNTY	\$1,672	\$1,393	\$290	\$21,070,296	12,605	15,127	72,658
GROUP 4							
LANSING	\$1,030	\$896	\$438	\$15,083,387	14,649	16,840	34,413
MACOMB	\$730	\$577	\$273	\$12,166,336	16,663	21,073	44,596
OAKLAND	\$771	\$651	\$297	\$15,313,071	19,858	23,534	51,601
STATE AGGREGATE	\$991	\$833	\$360	\$174,705,029	176,360	209,799	485,005
STATE AVERAGE	\$1,081	\$907	\$442				

Capital expenditures excluded.

TABLE 36
SALARY AND FRINGE BENEFIT COSTS
2010-11

	COLUMN B	COLUMN C	COLUMN D	COLUMN E	COLUMN F
	SALARIES	FRINGE BENEFITS	COMPENSATION COLUMNS B + C	COMPENSATION % COLUMN D / F	TOTAL EXPENDITURES
GROUP 1					
ALPENA	\$8,328,357	\$3,788,352	\$12,116,709	82.7%	\$14,644,878
BAY DE NOC	\$8,818,084	\$4,334,197	\$13,152,281	76.9%	\$17,100,232
GLEN OAKS	\$5,704,861	\$2,750,504	\$8,455,365	80.0%	\$10,564,645
GOGEBIC	\$4,691,572	\$2,452,233	\$7,143,805	77.4%	\$9,233,196
KIRTLAND	\$7,828,945	\$3,841,923	\$11,670,868	71.9%	\$16,223,017
MID MICHIGAN	\$11,560,375	\$5,188,888	\$16,749,263	79.2%	\$21,152,054
MONTCALM	\$6,923,094	\$3,474,354	\$10,397,448	75.3%	\$13,807,768
NORTH CENTRAL	\$7,399,398	\$3,387,566	\$10,786,964	73.7%	\$14,629,435
SOUTHWESTERN	\$9,261,026	\$3,721,564	\$12,982,590	63.9%	\$20,307,596
WEST SHORE	\$6,283,666	\$2,972,386	\$9,256,052	83.3%	\$11,113,085
GROUP 2					
JACKSON	\$22,060,605	\$9,502,900	\$31,563,505	75.7%	\$41,694,009
KELLOGG	\$17,974,390	\$7,069,762	\$25,044,152	74.4%	\$33,641,718
LAKE MICHIGAN	\$15,040,032	\$5,826,084	\$20,866,116	78.9%	\$26,442,038
MONROE	\$14,498,524	\$7,104,310	\$21,602,834	82.0%	\$26,345,047
MUSKEGON	\$15,874,614	\$6,207,041	\$22,081,655	73.9%	\$29,881,547
NORTHWESTERN	\$19,632,917	\$7,603,616	\$27,236,533	72.9%	\$37,362,327
ST. CLAIR	\$14,830,507	\$6,742,880	\$21,573,387	79.0%	\$27,303,601
GROUP 3					
DELTA	\$38,401,917	\$14,416,081	\$52,817,998	81.9%	\$64,462,691
GRAND RAPIDS	\$63,856,713	\$25,815,006	\$89,671,719	83.4%	\$107,525,991
HENRY FORD	\$49,140,394	\$19,084,445	\$68,224,839	75.4%	\$90,445,412
KALAMAZOO VALLEY	\$28,822,482	\$12,109,716	\$40,932,198	72.6%	\$56,389,979
MOTT	\$39,957,913	\$16,813,915	\$56,771,828	76.5%	\$74,252,253
SCHOOLCRAFT	\$36,909,412	\$15,829,870	\$52,739,282	77.9%	\$67,662,581
WASHTENAW	\$51,069,376	\$21,506,470	\$72,575,846	82.0%	\$88,557,915
WAYNE COUNTY	\$46,591,734	\$20,872,445	\$67,464,179	72.3%	\$93,310,421
GROUP 4					
LANSING	\$63,639,324	\$24,614,674	\$88,253,998	83.4%	\$105,868,197
MACOMB	\$63,221,976	\$25,703,136	\$88,925,112	81.7%	\$108,900,849
OAKLAND	\$73,500,341	\$32,277,414	\$105,777,755	77.2%	\$136,986,643
STATE AGGREGATE	\$751,822,549	\$315,011,732	\$1,066,834,281	78.1%	\$1,365,809,125

Compensation includes salary, wages, and fringe benefits. Cost excludes capital expenditures.

**TABLE 37
COST PER SQUARE FOOT
2010-11**

	COST PER SQUARE FOOT	PHYSICAL PLANT COST LESS ENERGY	SQUARE FEET
GROUP 1			
ALPENA	\$3.03	\$1,139,284	375,599
BAY DE NOC	\$3.34	\$1,291,732	387,154
GLEN OAKS	\$5.36	\$1,065,598	198,848
GOGEBIC	\$2.54	\$585,383	230,650
KIRTLAND	\$6.86	\$1,920,948	279,821
MID MICHIGAN	\$4.42	\$1,500,414	339,576
MONTCALM	\$6.45	\$1,565,623	242,580
NORTH CENTRAL	\$5.19	\$1,301,499	250,645
SOUTHWESTERN	\$5.72	\$2,730,149	477,171
WEST SHORE	\$4.38	\$1,145,823	261,817
GROUP 2			
JACKSON	\$5.43	\$3,863,735	712,001
KELLOGG	\$4.75	\$2,825,225	595,328
LAKE MICHIGAN	\$4.91	\$2,682,244	546,214
MONROE	\$6.11	\$2,441,280	399,672
MUSKEGON	\$4.62	\$2,177,017	470,905
NORTHWESTERN	\$5.40	\$4,159,380	769,995
ST. CLAIR	\$5.59	\$2,619,021	468,692
GROUP 3			
DELTA	\$4.53	\$4,594,431	1,013,740
GRAND RAPIDS	\$7.18	\$9,494,713	1,322,529
HENRY FORD	\$6.07	\$6,727,200	1,108,169
KALAMAZOO VALLEY	\$6.55	\$4,792,556	731,719
MOTT	\$8.25	\$8,663,890	1,049,594
SCHOOLCRAFT	\$10.26	\$7,182,286	700,251
WASHTENAW	\$7.31	\$7,369,523	1,007,816
WAYNE COUNTY	\$6.86	\$10,388,477	1,513,262
GROUP 4			
LANSING	\$6.63	\$9,907,603	1,494,404
MACOMB	\$6.17	\$10,433,545	1,692,339
OAKLAND	\$5.73	\$12,908,263	2,254,462
STATE AGGREGATE	\$6.10	\$127,476,842	20,894,953

Capital expenditures included.

TABLE 38
ENERGY COST PER CUBIC FOOT
2010-11

	ENERGY COST PER CUBIC FOOT	ENERGY EXPENDITURES	CUBIC FEET
GROUP 1			
ALPENA	\$0.0752	\$450,493	5,992,916
BAY DE NOC	\$0.1185	\$546,436	4,611,408
GLEN OAKS	\$0.1024	\$249,189	2,432,352
GOGEBIC	\$0.0597	\$235,621	3,949,567
KIRTLAND	\$0.1521	\$437,715	2,877,023
MID MICHIGAN	\$0.1965	\$639,927	3,256,276
MONTCALM	\$0.1200	\$464,394	3,871,256
NORTH CENTRAL	\$0.0949	\$307,825	3,245,245
SOUTHWESTERN	\$0.1233	\$831,280	6,742,960
WEST SHORE	\$0.1151	\$506,871	4,405,592
GROUP 2			
JACKSON	\$0.1172	\$1,313,133	11,200,465
KELLOGG	\$0.0831	\$707,864	8,522,273
LAKE MICHIGAN	\$0.0729	\$775,477	10,633,455
MONROE	\$0.1143	\$728,598	6,372,886
MUSKEGON	\$0.0623	\$382,637	6,138,898
NORTHWESTERN	\$0.0864	\$925,309	10,709,471
ST. CLAIR	\$0.1156	\$829,063	7,171,759
GROUP 3			
DELTA	\$0.0829	\$1,269,568	15,309,057
GRAND RAPIDS	\$0.1520	\$3,104,696	20,420,804
HENRY FORD	\$0.0821	\$1,274,402	15,514,366
KALAMAZOO VALLEY	\$0.1630	\$1,888,550	11,584,773
MOTT	\$0.1302	\$1,943,878	14,927,991
SCHOOLCRAFT	\$0.1364	\$1,609,824	11,800,531
WASHTENAW	\$0.1517	\$2,428,090	16,010,005
WAYNE COUNTY	\$0.1406	\$2,956,003	21,030,443
GROUP 4			
LANSING	\$0.1435	\$2,511,670	17,499,470
MACOMB	\$0.1196	\$3,437,467	28,740,785
OAKLAND	\$0.1240	\$3,886,958	31,353,378
STATE AGGREGATE	\$0.1196	\$36,642,938	306,325,405

TABLE 39
INSTRUCTIONAL DATA SETS
Fiscal Year 2010-11

	1.1 GENERAL EDUCATION		1.2 BUSINESS & HUMAN SERVICES		1.3 TECHNICAL & INDUSTRIAL	
	CONTACT HOURS	COST PER CONTACT HOUR	CONTACT HOURS	COST PER CONTACT HOUR	CONTACT HOURS	COST PER CONTACT HOUR
ALPENA	472,240	\$8.66	156,704	\$7.83	137,346	\$10.35
BAY DE NOC	571,016	\$6.56	242,467	\$7.57	81,111	\$9.86
DELTA	2,627,220	\$6.42	946,521	\$6.19	411,839	\$8.30
GLEN OAKS	322,850	\$4.57	112,897	\$10.23	33,138	\$5.98
GOGEBIC	273,974	\$6.50	118,055	\$9.02	55,875	\$11.05
GRAND RAPIDS	3,867,193	\$7.15	1,373,064	\$9.49	359,908	\$15.55
HENRY FORD	3,435,491	\$8.12	1,239,088	\$6.41	369,415	\$10.81
JACKSON	1,614,981	\$5.57	493,322	\$6.01	97,742	\$8.25
KALAMAZOO VALLEY	2,594,464	\$5.10	998,915	\$5.28	365,600	\$8.15
KELLOGG	1,172,704	\$5.46	635,348	\$5.33	105,662	\$16.04
KIRTLAND	348,152	\$7.31	162,434	\$8.98	84,193	\$10.53
LAKE MICHIGAN	992,396	\$5.22	253,938	\$6.63	89,870	\$13.07
LANSING	4,107,793	\$4.74	1,669,134	\$4.78	707,867	\$8.63
MACOMB	6,089,121	\$4.18	2,526,602	\$3.87	631,420	\$13.42
MID MICHIGAN	1,028,168	\$1.11	435,814	\$3.59	109,600	\$7.64
MONROE	922,294	\$5.60	344,625	\$7.48	134,646	\$9.87
MONTCALM	416,063	\$6.62	161,975	\$7.22	43,588	\$12.88
MOTT	2,280,191	\$5.63	1,343,523	\$5.37	432,563	\$5.93
MUSKEGON	1,230,187	\$6.46	436,817	\$5.77	184,559	\$9.12
NORTH CENTRAL	535,437	\$6.78	210,083	\$7.05	7,012	\$4.66
NORTHWESTERN	1,193,305	\$5.62	425,488	\$8.21	222,758	\$16.65
OAKLAND	6,352,150	\$5.94	2,345,082	\$6.27	542,585	\$8.96
ST. CLAIR	976,769	\$5.47	433,023	\$5.08	125,162	\$7.07
SCHOOLCRAFT	3,130,067	\$4.41	1,336,688	\$5.93	149,375	\$7.68
SOUTHWESTERN	666,925	\$5.03	244,165	\$3.61	111,809	\$8.56
WASHTENAW	3,366,329	\$5.19	1,091,138	\$8.34	418,393	\$21.12
WAYNE COUNTY	4,123,317	\$4.07	1,087,340	\$4.07	321,649	\$4.06
WEST SHORE	296,304	\$8.40	113,413	\$8.28	22,914	\$11.25
STATE TOTAL	55,007,101	\$5.78	20,937,663	\$5.96	6,357,599	\$10.56

TABLE 39 (continued)
INSTRUCTIONAL DATA SETS
Fiscal Year 2010-11

	1.4 HEALTH OCCUPATIONS		1.5 DEVELOPMENTAL & BASIC SKILLS		1.6 HUMAN DEVELOPMENT	
	CONTACT HOURS	COST PER CONTACT HOUR	CONTACT HOURS	COST PER CONTACT HOUR	CONTACT HOURS	COST PER CONTACT HOUR
ALPENA	54,088	\$13.20	31,024	\$6.86	0	\$0.00
BAY DE NOC	157,796	\$8.54	65,168	\$7.41	352	\$0.00
DELTA	413,346	\$11.90	327,259	\$6.55	44,381	\$6.25
GLEN OAKS	117,835	\$10.11	39,614	\$6.08	52	\$0.00
GOGEBIC	113,844	\$7.66	9,664	\$0.31	8,912	\$4.77
GRAND RAPIDS	631,336	\$10.18	817,376	\$5.68	15,312	\$4.21
HENRY FORD	1,038,531	\$7.82	994,863	\$0.62	21,541	\$0.23
JACKSON	492,274	\$9.33	326,609	\$8.35	3,250	\$2.93
KALAMAZOO VALLEY	482,205	\$8.67	195,088	\$8.50	0	\$0.00
KELLOGG	372,905	\$12.56	282,418	\$3.85	10,661	\$0.35
KIRTLAND	205,617	\$7.36	59,912	\$6.04	368	\$10.65
LAKE MICHIGAN	403,740	\$4.50	227,505	\$4.17	38,683	\$2.91
LANSING	789,145	\$7.92	910,304	\$6.12	106,208	\$3.17
MACOMB	690,402	\$8.95	422,583	\$0.94	80,472	\$1.27
MID MICHIGAN	415,470	\$6.25	176,550	\$3.16	120,660	\$0.00
MONROE	196,579	\$12.90	109,395	\$5.27	6,792	\$5.23
MONTCALM	134,408	\$10.65	22,002	\$11.07	1,314	\$1.52
MOTT	502,536	\$12.79	605,590	\$4.40	25,590	\$6.99
MUSKEGON	180,923	\$11.89	134,817	\$6.25	4,992	\$8.67
NORTH CENTRAL	117,058	\$8.79	56,355	\$5.68	12,095	\$10.28
NORTHWESTERN	151,449	\$9.96	216,630	\$5.61	13,462	\$2.94
OAKLAND	1,083,138	\$8.29	1,223,121	\$0.55	0	\$0.00
ST. CLAIR	395,370	\$7.67	104,840	\$6.90	11,665	\$3.56
SCHOOLCRAFT	317,538	\$9.09	397,732	\$4.09	2,863	\$36.64
SOUTHWESTERN	151,650	\$8.02	193,505	\$5.90	21,669	\$2.84
WASHTENAW	450,566	\$11.16	345,243	\$4.41	72,493	\$6.03
WAYNE COUNTY	704,562	\$4.64	931,021	\$0.00	224,485	\$4.55
WEST SHORE	87,296	\$8.08	53,408	\$0.00	0	\$0.00
STATE TOTAL	10,851,607	\$8.81	9,279,596	\$5.18	848,272	\$3.59

**TABLE 40
NON-INSTRUCTIONAL DATA SETS
2010-11**

	INSTRUCTIONAL SUPPORT EXPENDITURES	STUDENT SERVICES LESS ATHLETICS	UNDUPLICATED STUDENT HEADCOUNT	COST PER STUDENT	PELL RECIPIENT
ALPENA	\$1,343,324	\$1,288,224	2,678	\$481	1,492
BAY DE NOC	\$1,687,835	\$1,630,988	5,104	\$320	1,891
DELTA	\$8,338,742	\$6,927,904	18,613	\$372	6,906
GLEN OAKS	\$1,408,057	\$1,365,442	2,171	\$629	926
GOGEBIC	\$919,831	\$1,248,804	1,690	\$739	793
GRAND RAPIDS	\$13,473,227	\$8,641,306	25,605	\$337	11,110
HENRY FORD	\$9,335,830	\$7,725,939	28,634	\$270	13,542
JACKSON	\$3,425,591	\$5,104,189	11,081	\$461	5,849
KALAMAZOO VALLEY	\$5,224,350	\$5,864,579	17,647	\$332	7,100
KELLOGG	\$5,404,101	\$2,990,590	14,634	\$204	4,133
KIRTLAND	\$2,284,687	\$1,636,255	3,512	\$466	1,553
LAKE MICHIGAN	\$3,170,586	\$3,549,363	7,739	\$459	2,837
LANSING	\$18,266,359	\$12,822,711	34,413	\$373	11,820
MACOMB	\$17,916,264	\$11,925,293	44,596	\$267	10,377
MID MICHIGAN	\$2,192,985	\$2,641,259	7,551	\$350	3,691
MONROE	\$3,860,716	\$2,965,988	9,406	\$315	2,180
MONTCALM	\$1,932,058	\$1,342,581	3,831	\$350	1,549
MOTT	\$9,686,922	\$11,835,584	20,836	\$568	9,442
MUSKEGON	\$3,163,654	\$4,056,634	8,050	\$504	3,246
NORTH CENTRAL	\$1,719,524	\$2,557,500	4,460	\$573	1,752
NORTHWESTERN	\$6,203,701	\$3,795,915	14,455	\$263	2,893
OAKLAND	\$23,602,741	\$14,511,133	51,601	\$281	13,949
ST. CLAIR	\$4,119,468	\$2,678,334	8,236	\$325	2,942
SCHOOLCRAFT	\$9,990,746	\$7,426,875	35,018	\$212	5,991
SOUTHWESTERN	\$2,198,214	\$2,888,802	4,316	\$669	2,319
WASHTENAW	\$11,314,085	\$11,962,010	24,131	\$496	7,130
WAYNE COUNTY	\$11,710,634	\$21,070,296	72,658	\$290	21,579
WEST SHORE	\$1,520,896	\$946,001	2,339	\$404	955
STATE TOTAL	\$185,415,128	\$163,400,499	485,005	\$337	159,947

TABLE 40 (continued)
NON-INSTRUCTIONAL DATA SETS
Fiscal Year 2010-11

	FYES	OPERATING FUND EXPENDITURES
ALPENA	1,469	\$14,644,878
BAY DE NOC	2,078	\$17,100,232
DELTA	8,018	\$64,462,691
GLEN OAKS	1,069	\$10,564,645
GOGEBIC	974	\$9,233,196
GRAND RAPIDS	12,412	\$107,525,991
HENRY FORD	13,331	\$90,545,413
JACKSON	5,510	\$41,694,009
KALAMAZOO VALLEY	7,782	\$56,389,979
KELLOGG	4,305	\$33,641,718
KIRTLAND	1,387	\$16,223,017
LAKE MICHIGAN	3,142	\$26,442,038
LANSING	14,649	\$105,868,197
MACOMB	16,663	\$108,900,849
MID MICHIGAN	3,623	\$21,152,054
MONROE	2,920	\$26,345,047
MONTCALM	1,349	\$13,807,768
MOTT	8,191	\$74,252,253
MUSKEGON	3,581	\$29,881,547
NORTH CENTRAL	1,583	\$14,629,435
NORTHWESTERN	3,675	\$37,362,327
OAKLAND	19,858	\$136,986,643
ST. CLAIR	3,683	\$27,303,601
SCHOOLCRAFT	9,683	\$67,662,581
SOUTHWESTERN	2,286	\$20,307,596
WASHTENAW	9,512	\$88,557,915
WAYNE COUNTY	12,605	\$93,310,421
WEST SHORE	1,020	\$11,113,085
STATE TOTAL	176,360	\$1,365,909,126

TABLE 40 (continued)
NON-INSTRUCTIONAL DATA SETS
Fiscal Year 2010-11

	PHYSICAL PLANT EXPENDITURES LESS ENERGY	SQUARE FEET	COST PER SQUARE FOOT	PHYSICAL PLANT NEED	ENERGY EXPENDITURES	CUBIC FEET	COST PER CUBIC FOOT
ALPENA	\$1,139,284	375,559	\$3.03	\$2,318,149	\$450,493	5,992,916	\$0.0752
BAY DE NOC	\$1,291,732	387,154	\$3.34	\$2,396,483	\$546,436	4,611,408	\$0.0844
DELTA	\$4,594,431	1,013,740	\$5.30	\$6,494,796	\$1,269,568	15,309,057	\$0.1206
GLEN OAKS	\$1,065,598	198,848	\$5.36	\$1,230,869	\$249,189	2,432,352	\$0.1024
GOGEBIC	\$585,383	230,650	\$2.49	\$1,427,724	\$235,621	3,949,567	\$0.0597
GRAND RAPIDS	\$9,494,713	1,322,529	\$7.18	\$8,186,455	\$3,104,696	20,420,804	\$0.1520
HENRY FORD	\$6,605,063	1,108,169	\$6.07	\$6,859,566	\$1,274,402	15,514,366	\$0.1546
JACKSON	\$3,863,735	712,001	\$5.43	\$4,144,892	\$1,313,133	11,200,465	\$0.1172
KALAMAZOO VALLEY	\$4,792,556	731,719	\$6.55	\$4,325,071	\$1,888,550	11,584,773	\$0.1630
KELLOGG	\$2,825,225	595,328	\$4.75	\$3,685,080	\$707,864	8,522,273	\$0.0831
KIRTLAND	\$1,920,948	279,821	\$6.86	\$1,732,092	\$437,715	2,877,023	\$0.1522
LAKE MICHIGAN	\$2,682,244	546,214	\$4.91	\$3,381,065	\$775,477	10,633,455	\$0.0729
LANSING	\$9,907,603	1,494,404	\$6.63	\$9,126,561	\$2,511,670	17,499,470	\$0.1435
MACOMB	\$10,433,545	1,692,339	\$6.17	\$10,475,578	\$3,437,467	28,740,785	\$0.1196
MID MICHIGAN	\$1,500,414	339,576	\$4.42	\$1,996,250	\$639,927	3,256,276	\$0.1965
MONROE	\$2,441,280	399,672	\$6.11	\$2,358,669	\$728,598	6,372,886	\$0.1143
MONTCALM	\$1,565,623	242,580	\$6.45	\$1,501,570	\$464,394	3,871,256	\$0.1200
MOTT	\$8,663,890	1,049,594	\$8.25	\$6,496,987	\$1,943,878	14,927,991	\$0.1302
MUSKEGON	\$2,177,017	470,905	\$4.62	\$2,914,902	\$382,637	6,138,898	\$0.0623
NORTH CENTRAL	\$1,301,499	250,645	\$5.19	\$1,551,493	\$307,825	3,245,245	\$0.0949
NORTHWESTERN	\$4,159,380	769,995	\$5.40	\$4,766,269	\$925,309	10,709,471	\$0.0864
OAKLAND	\$12,908,263	2,254,462	\$5.73	\$13,554,348	\$3,886,958	31,353,378	\$0.0124
ST. CLAIR	\$2,619,021	468,692	\$5.59	\$2,901,203	\$829,063	7,171,759	\$0.1156
SCHOOLCRAFT	\$7,182,286	700,251	\$10.26	\$4,334,554	\$1,609,824	11,800,531	\$0.1364
SOUTHWESTERN	\$1,898,869	477,171	\$3.98	\$2,608,683	\$831,280	6,742,960	\$0.1232
WASHTENAW	\$7,369,523	1,007,816	\$7.31	\$6,234,884	\$2,428,090	16,010,005	\$0.1516
WAYNE COUNTY	\$10,388,477	1,513,262	\$6.86	\$9,367,092	\$2,956,003	21,030,443	\$0.1460
WEST SHORE	\$1,145,823	261,817	\$4.38	\$1,620,647	\$506,871	4,405,592	\$0.1160
STATE TOTAL	\$126,523,425	20,894,913	\$5.66	\$127,991,932	\$36,642,938	306,325,405	\$0.1143

**TABLE 41
REVENUE DATA SETS
2010-11**

	TAXABLE VALUE ('000)	FYES	TAXABLE VALUE PER FYES	OPERATING MILLAGE LEVIED	EQUALIZATION MILLAGE
ALPENA	\$1,071,341	1,470	\$729	2.5000	0.5500
BAY DE NOC	\$1,119,775	2,078	\$539	2.3076	0.5500
DELTA	\$11,436,402	8,018	\$1,427	2.0427	0.5500
GLEN OAKS	\$1,849,810	1,069	\$1,732	2.7249	0.5500
GOGEBIC	\$485,948	974	\$499	1.3129	0.3153
GRAND RAPIDS	\$21,646,153	12,413	\$1,744	1.7865	0.5500
HENRY FORD	\$3,941,200	13,331	\$296	3.0000	0.5500
JACKSON	\$4,256,992	5,510	\$773	1.1446	0.1446
KALAMAZOO VALLEY	\$8,133,850	7,782	\$1,045	2.4089	0.5500
KELLOGG	\$3,602,172	4,305	\$837	2.8636	0.5500
KIRTLAND	\$3,058,785	1,387	\$2,205	2.1093	0.5500
LAKE MICHIGAN	\$7,914,128	3,142	\$2,519	1.7854	0.5500
LANSING	\$10,863,292	14,649	\$742	3.8072	0.5500
MACOMB	\$27,895,119	16,663	\$1,674	1.4212	0.4212
MID MICHIGAN	\$1,896,656	3,623	\$524	1.2232	0.2233
MONROE	\$5,785,534	2,920	\$1,981	2.1794	0.5500
MONTCALM	\$2,168,162	1,349	\$1,608	2.7294	0.5500
MOTT	\$10,673,908	8,191	\$1,303	1.9896	0.5500
MUSKEGON	\$4,564,761	3,581	\$1,275	2.2037	0.5500
NORTH CENTRAL	\$2,743,655	1,583	\$1,733	2.1091	0.5500
NORTHWESTERN	\$4,379,649	3,675	\$1,192	2.1700	0.5500
OAKLAND	\$62,006,708	19,858	\$3,123	1.5844	0.5500
ST. CLAIR	\$5,550,183	3,683	\$1,507	1.8891	0.5500
SCHOOLCRAFT	\$13,542,284	9,683	\$1,399	1.7967	0.5500
SOUTHWESTERN	\$1,968,303	2,286	\$861	2.4280	0.5500
WASHTENAW	\$14,200,356	9,512	\$1,493	3.4056	0.5500
WAYNE COUNTY	\$29,533,675	12,605	\$2,343	2.4769	0.5500
WEST SHORE	\$2,687,649	1,020	\$2,635	2.1175	0.5500
STATE TOTAL	\$268,976,450	176,360	\$1,423		

NOTE: A tax equalization grant has been used to compensate colleges for a low tax base. In this case, tax revenue per FYES is equalized upward to a guaranteed level (the state average), if the college qualifies by levying additional millage beyond 1 mill (but not in excess of 1.55 mills).

**TABLE 42
ENROLLMENT AND TUITION DATA SETS
2010-11**

	IN DISTRICT CREDITS	OUT-OF- DISTRICT CREDITS	IN DISTRICT TUITION	OUT-OF- DISTRICT TUITION	AVERAGE TUITION REVENUE
ALPENA	24,764	20,790	\$92.00	\$138.00	\$5,147,308
BAY DE NOC	31,946	32,478	\$87.00	\$147.00	\$7,553,568
DELTA	208,819	39,725	\$82.00	\$124.00	\$22,049,058
GLEN OAKS	27,295	5,829	\$80.00	\$120.00	\$2,883,080
GOGEBIC	10,228	19,966	\$90.00	\$116.00	\$3,236,576
GRAND RAPIDS	295,554	89,233	\$89.50	\$196.00	\$43,941,751
HENRY FORD	107,219	306,024	\$70.00	\$130.00	\$47,288,450
JACKSON	88,012	82,784	\$95.00	\$134.00	\$19,454,196
KALAMAZOO VALLEY	186,694	54,558	\$76.50	\$126.00	\$21,156,399
KELLOGG	83,997	49,471	\$76.50	\$124.00	\$12,560,175
KIRTLAND	28,190	14,793	\$81.50	\$149.00	\$4,501,642
LAKE MICHIGAN	76,924	20,473	\$77.00	\$114.00	\$8,257,070
LANSING	292,353	161,761	\$76.00	\$140.00	\$44,865,368
MACOMB	439,025	77,525	\$80.00	\$122.00	\$44,580,050
MID MICHIGAN	38,167	74,138	\$84.00	\$150.00	\$14,326,728
MONROE	75,967	14,544	\$72.00	\$124.00	\$7,273,080
MONTCALM	29,497	12,311	\$79.00	\$146.00	\$4,127,669
MOTT	210,698	43,236	\$93.51	\$139.99	\$25,754,978
MUSKEGON	79,033	31,980	\$77.00	\$135.00	\$10,402,841
NORTH CENTRAL	17,434	31,638	\$72.00	\$118.50	\$5,004,351
NORTHWESTERN	61,391	52,527	\$79.70	\$151.80	\$12,866,461
OAKLAND	511,692	103,901	\$66.70	\$112.90	\$45,860,279
ST. CLAIR	93,784	20,380	\$89.00	\$170.00	\$11,811,376
SCHOOLCRAFT	169,494	130,668	\$80.00	\$118.00	\$28,978,344
SOUTHWESTERN	29,666	41,195	\$93.75	\$120.50	\$7,745,185
WASHTENAW	199,500	95,360	\$80.00	\$131.00	\$28,452,160
WAYNE COUNTY	357,876	32,892	\$79.00	\$100.00	\$31,561,404
WEST SHORE	27,415	4,197	\$76.00	\$133.00	\$2,641,741
STATE TOTAL	3,802,634	1,664,377	\$81.24	\$133.24	\$524,281,288