

TABLE 1
STATE APPROPRIATIONS

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$5,415,977	\$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	0.0%
BAY DE NOC	\$5,228,594	\$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	0.2%
DELTA	\$14,924,104	\$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	0.0%
GLEN OAKS	\$2,621,344	\$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	-0.2%
GOGEBIC	\$4,444,025	\$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	0.0%
GRAND RAPIDS	\$18,707,559	\$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	0.0%
HENRY FORD	\$22,873,301	\$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	0.0%
JACKSON	\$12,684,209	\$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	0.1%
KALAMAZOO VALLEY	\$12,939,470	\$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	0.0%
KELLOGG	\$10,235,318	\$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	-0.2%
KIRTLAND	\$3,217,147	\$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	-0.1%
LAKE MICHIGAN	\$5,616,015	\$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	0.0%
LANSING	\$32,380,906	\$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	0.0%
MACOMB	\$34,472,041	\$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	0.0%
MID MICHIGAN	\$4,715,839	\$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	-0.2%
MONROE	\$4,561,498	\$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	0.0%
MONTCALM	\$3,299,224	\$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	-0.1%
MOTT	\$16,400,616	\$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	0.1%
MUSKEGON	\$9,484,150	\$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	0.1%
NORTH CENTRAL	\$3,318,548	\$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	-0.2%
NORTHWESTERN	\$9,580,843	\$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	0.1%
OAKLAND	\$21,847,342	\$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	0.0%
ST. CLAIR	\$7,345,023	\$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	-0.3%
SCHOOLCRAFT	\$12,878,904	\$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	0.0%
SOUTHWESTERN	\$7,013,475	\$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	0.1%
WASHTENAW	\$13,098,937	\$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	-0.1%
WAYNE COUNTY	\$17,373,105	\$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	0.1%
WEST SHORE	\$2,518,804	\$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	-0.1%
STATE TOTAL	\$319,196,318	\$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	0.0%

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.

TABLE 2
STATE AID REVENUE PER FYES

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	\$4,189	\$3,820	\$3,721	\$4,115	\$3,949	\$3,455	\$3,947	\$3,671	\$3,439	-6.3%
BAY DE NOC	\$3,274	\$2,875	\$2,532	\$2,829	\$2,968	\$2,871	\$3,454	\$3,030	\$2,606	-14.0%
DELTA	\$2,427	\$2,263	\$2,014	\$1,992	\$1,961	\$1,695	\$2,088	\$1,855	\$1,700	-8.4%
GLEN OAKS	\$2,319	\$2,568	\$2,226	\$2,563	\$2,668	\$2,426	\$2,808	\$2,121	\$1,986	-6.4%
GOGEBIC	\$6,789	\$5,858	\$5,752	\$6,267	\$6,258	\$5,760	\$5,764	\$5,334	\$4,693	-12.0%
GRAND RAPIDS	\$2,379	\$2,108	\$1,826	\$1,833	\$1,717	\$1,383	\$1,803	\$1,609	\$1,418	-11.9%
HENRY FORD	\$3,111	\$2,820	\$2,488	\$2,464	\$2,410	\$2,002	\$2,332	\$1,895	\$1,625	-14.2%
JACKSON	\$4,298	\$3,841	\$3,244	\$3,134	\$3,122	\$2,540	\$2,905	\$2,433	\$1,998	-17.9%
KALAMAZOO VALLEY	\$2,406	\$2,105	\$1,829	\$1,848	\$1,774	\$1,507	\$1,886	\$1,673	\$1,520	-9.1%
KELLOGG	\$3,291	\$2,818	\$2,474	\$2,663	\$2,637	\$2,283	\$2,782	\$2,558	\$2,239	-12.5%
KIRTLAND	\$3,598	\$2,935	\$2,386	\$2,524	\$2,612	\$2,075	\$2,606	\$2,399	\$1,966	-18.0%
LAKE MICHIGAN	\$2,732	\$2,452	\$1,735	\$2,087	\$2,211	\$1,941	\$2,567	\$2,195	\$1,666	-24.1%
LANSING	\$3,147	\$2,791	\$2,644	\$2,692	\$2,504	\$2,099	\$2,661	\$2,283	\$2,077	-9.0%
MACOMB	\$2,783	\$2,581	\$2,350	\$2,401	\$2,261	\$1,904	\$2,357	\$2,069	\$1,899	-8.2%
MID MICHIGAN	\$3,021	\$2,569	\$2,108	\$2,000	\$1,870	\$1,533	\$1,744	\$1,437	\$1,231	-14.3%
MONROE	\$2,193	\$1,982	\$1,661	\$1,642	\$1,540	\$1,258	\$1,652	\$1,472	\$1,391	-5.5%
MONTCALM	\$3,985	\$3,515	\$2,797	\$2,491	\$2,170	\$1,486	\$1,766	\$2,178	\$2,035	-6.6%
MOTT	\$2,840	\$2,463	\$2,331	\$2,389	\$2,281	\$1,957	\$2,175	\$2,051	\$1,742	-15.1%
MUSKEGON	\$3,430	\$2,905	\$2,521	\$2,710	\$2,741	\$2,746	\$2,862	\$2,660	\$2,378	-10.6%
NORTH CENTRAL	\$2,661	\$2,543	\$2,259	\$2,311	\$2,150	\$1,910	\$2,173	\$1,772	\$1,581	-10.8%
NORTHWESTERN	\$3,583	\$3,268	\$2,862	\$2,621	\$2,524	\$2,200	\$2,759	\$2,823	\$2,481	-12.1%
OAKLAND	\$1,537	\$1,457	\$1,272	\$1,299	\$1,248	\$1,016	\$1,339	\$1,165	\$1,012	-13.1%
ST. CLAIR	\$2,742	\$2,440	\$2,104	\$2,273	\$2,221	\$1,933	\$2,350	\$1,976	\$1,740	-11.9%
SCHOOLCRAFT	\$2,148	\$1,965	\$1,662	\$1,695	\$1,549	\$1,221	\$1,551	\$1,343	\$1,226	-8.7%
SOUTHWESTERN	\$3,997	\$3,738	\$3,572	\$3,939	\$3,783	\$3,961	\$4,349	\$3,819	\$3,076	-19.5%
WASHTENAW	\$1,920	\$1,696	\$1,511	\$1,579	\$1,467	\$1,190	\$1,639	\$1,385	\$1,217	-12.1%
WAYNE COUNTY	\$3,117	\$2,400	\$2,020	\$2,061	\$1,969	\$1,553	\$1,504	\$1,333	\$1,241	-6.9%
WEST SHORE	\$3,046	\$2,790	\$2,385	\$2,489	\$2,436	\$2,309	\$2,497	\$2,433	\$2,139	-12.1%
STATE AGGREGATE	\$2,708	\$2,425	\$2,137	\$2,183	\$2,089	\$1,762	\$2,126	\$1,867	\$1,656	-11.3%
STATE AVERAGE	\$3,106	\$2,770	\$2,439	\$2,533	\$2,464	\$2,151	\$2,511	\$2,251	\$1,976	-12.2%

**TABLE 3
PROPERTY TAX REVENUE**

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	\$1,951,123	\$2,032,327	\$2,074,653	\$2,208,896	\$2,296,268	\$2,417,352	\$2,508,049	\$2,603,627	\$2,743,452	5.4%
BAY DE NOC	\$1,641,276	\$1,738,292	\$1,777,709	\$1,810,096	\$1,953,470	\$2,036,492	\$2,101,477	\$2,130,492	\$2,227,050	4.5%
DELTA	\$19,566,391	\$20,544,549	\$21,077,374	\$21,777,189	\$22,414,367	\$19,664,823	\$18,409,309	\$23,519,928	\$23,785,690	1.1%
GLEN OAKS	\$3,798,131	\$3,864,608	\$4,046,034	\$3,998,308	\$4,576,940	\$4,598,234	\$4,858,461	\$5,099,328	\$5,248,542	2.9%
GOGEBIC	\$930,401	\$976,987	\$1,020,509	\$1,055,695	\$1,096,818	\$1,142,337	\$1,214,527	\$1,252,372	\$1,342,431	7.2%
GRAND RAPIDS	\$22,265,612	\$23,779,040	\$24,554,446	\$25,867,759	\$27,386,893	\$29,235,590	\$30,660,393	\$31,178,162	\$31,213,566	0.1%
HENRY FORD	\$10,768,816	\$10,893,431	\$11,144,200	\$11,619,289	\$14,290,409	\$14,185,475	\$14,463,223	\$14,552,521	\$13,006,665	-10.6%
JACKSON	\$3,577,971	\$3,810,979	\$4,017,328	\$4,428,375	\$4,603,595	\$4,782,657	\$5,115,385	\$5,150,851	\$5,219,325	1.3%
KALAMAZOO VALLEY	\$12,441,455	\$13,961,330	\$15,114,838	\$16,174,396	\$17,041,556	\$17,940,039	\$19,175,756	\$19,692,463	\$19,907,824	1.1%
KELLOGG	\$7,974,785	\$8,582,199	\$8,900,235	\$9,114,148	\$9,418,372	\$9,816,168	\$10,251,358	\$10,692,036	\$10,799,997	1.0%
KIRTLAND	\$4,639,489	\$4,897,980	\$5,063,226	\$5,344,818	\$5,620,109	\$5,867,136	\$6,255,899	\$6,462,313	\$6,649,661	2.9%
LAKE MICHIGAN	\$8,599,589	\$9,735,277	\$10,219,154	\$10,973,049	\$11,735,503	\$12,357,052	\$13,360,678	\$14,098,914	\$15,068,324	6.9%
LANSING	\$30,484,020	\$32,590,694	\$34,460,949	\$36,106,835	\$38,133,388	\$39,394,072	\$41,722,075	\$42,147,127	\$41,681,996	-1.1%
MACOMB	\$33,613,182	\$35,741,579	\$37,183,032	\$39,033,176	\$41,050,394	\$43,554,029	\$45,929,960	\$45,866,150	\$44,369,200	-3.3%
MID MICHIGAN	\$1,640,123	\$1,744,176	\$1,794,848	\$1,885,260	\$2,003,811	\$2,101,514	\$2,208,220	\$2,320,946	\$2,393,167	3.1%
MONROE	\$10,518,389	\$10,939,320	\$11,244,481	\$11,684,119	\$12,259,020	\$12,864,794	\$13,468,676	\$13,698,172	\$13,234,336	-3.4%
MONTCALM	\$3,838,652	\$4,542,282	\$4,558,711	\$4,612,646	\$4,871,794	\$5,143,813	\$5,420,165	\$5,618,068	\$5,810,374	3.4%
MOTT	\$18,082,110	\$19,225,971	\$19,942,024	\$20,989,013	\$22,023,933	\$23,418,678	\$24,151,850	\$24,314,959	\$31,335,431	28.9%
MUSKEGON	\$7,178,154	\$7,567,685	\$8,134,964	\$8,373,975	\$8,749,398	\$9,277,215	\$9,696,789	\$9,963,061	\$10,188,322	2.3%
NORTH CENTRAL	\$3,894,000	\$4,163,371	\$4,352,531	\$4,587,411	\$4,856,249	\$5,123,017	\$5,718,501	\$5,912,277	\$6,078,645	2.8%
NORTHWESTERN	\$6,233,800	\$6,617,368	\$6,888,471	\$7,335,917	\$7,745,330	\$8,345,863	\$8,860,932	\$9,215,973	\$9,530,218	3.4%
OAKLAND	\$73,882,524	\$79,213,789	\$81,064,779	\$85,557,465	\$89,673,237	\$96,075,189	\$98,852,768	\$98,787,177	\$94,265,848	-4.6%
ST. CLAIR	\$8,347,968	\$8,271,894	\$8,602,611	\$8,945,783	\$9,492,715	\$9,785,321	\$10,395,943	\$10,615,515	\$11,456,975	7.9%
SCHOOLCRAFT	\$20,396,516	\$21,724,264	\$22,575,897	\$24,022,492	\$25,342,050	\$26,799,354	\$28,020,503	\$27,588,752	\$26,422,271	-4.2%
SOUTHWESTERN	\$3,370,830	\$3,533,824	\$3,662,084	\$3,834,808	\$3,972,225	\$4,176,196	\$4,441,449	\$4,600,727	\$4,847,142	5.4%
WASHTENAW	\$35,407,097	\$38,033,617	\$39,964,037	\$42,335,874	\$45,093,110	\$47,928,867	\$51,137,437	\$50,783,182	\$49,905,186	-1.7%
WAYNE COUNTY	\$58,011,039	\$60,738,639	\$62,540,354	\$65,617,962	\$67,135,607	\$71,346,222	\$74,916,900	\$73,469,100	\$71,221,802	-3.1%
WEST SHORE	\$3,813,795	\$4,070,094	\$4,246,902	\$4,552,593	\$4,859,854	\$5,113,275	\$5,576,498	\$5,634,716	\$5,694,178	1.1%
STATE TOTAL	\$416,867,238	\$443,535,566	\$460,226,381	\$483,847,347	\$509,696,415	\$534,490,774	\$558,893,181	\$566,968,909	\$565,647,618	-0.2%

TABLE 4
PROPERTY TAX REVENUE PER FYES

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	\$1,539	\$1,516	\$1,631	\$1,828	\$1,883	\$1,946	\$1,806	\$1,863	\$1,839	-1.3%
BAY DE NOC	\$1,047	\$1,009	\$957	\$1,094	\$1,245	\$1,341	\$1,311	\$1,246	\$1,121	-10.0%
DELTA	\$3,206	\$3,253	\$3,317	\$3,326	\$3,375	\$2,957	\$2,621	\$3,173	\$2,940	-7.3%
GLEN OAKS	\$3,543	\$3,919	\$3,959	\$4,303	\$5,289	\$5,438	\$5,292	\$4,473	\$4,315	-3.5%
GOGEBIC	\$1,447	\$1,359	\$1,505	\$1,658	\$1,723	\$1,627	\$1,664	\$1,563	\$1,474	-5.7%
GRAND RAPIDS	\$2,829	\$2,765	\$2,765	\$2,763	\$2,821	\$2,911	\$3,004	\$2,914	\$2,570	-11.8%
HENRY FORD	\$1,475	\$1,401	\$1,419	\$1,389	\$1,726	\$1,650	\$1,508	\$1,320	\$1,011	-23.4%
JACKSON	\$1,223	\$1,207	\$1,200	\$1,254	\$1,301	\$1,228	\$1,202	\$1,086	\$903	-16.9%
KALAMAZOO VALLEY	\$2,334	\$2,374	\$2,505	\$2,568	\$2,682	\$2,700	\$2,849	\$2,771	\$2,545	-8.2%
KELLOGG	\$2,604	\$2,487	\$2,539	\$2,654	\$2,804	\$2,845	\$2,866	\$2,937	\$2,596	-11.6%
KIRTLAND	\$5,458	\$4,854	\$4,590	\$4,859	\$5,460	\$5,313	\$5,379	\$5,453	\$4,600	-15.6%
LAKE MICHIGAN	\$4,332	\$4,562	\$3,783	\$4,697	\$5,391	\$5,738	\$6,395	\$6,173	\$5,007	-18.9%
LANSING	\$2,978	\$2,926	\$3,286	\$3,324	\$3,372	\$3,305	\$3,491	\$3,232	\$2,909	-10.0%
MACOMB	\$2,721	\$2,780	\$2,942	\$3,004	\$3,071	\$3,119	\$3,187	\$2,987	\$2,652	-11.2%
MID MICHIGAN	\$1,080	\$1,008	\$932	\$934	\$930	\$911	\$842	\$778	\$687	-11.7%
MONROE	\$5,169	\$5,037	\$4,845	\$4,738	\$4,812	\$4,883	\$5,034	\$4,868	\$4,441	-8.8%
MONTCALM	\$4,739	\$5,127	\$4,572	\$3,859	\$3,790	\$3,106	\$3,008	\$4,103	\$3,966	-3.3%
MOTT	\$3,137	\$2,987	\$3,277	\$3,367	\$3,482	\$3,668	\$3,247	\$3,289	\$3,603	9.5%
MUSKEGON	\$2,656	\$2,457	\$2,561	\$2,698	\$2,943	\$3,072	\$3,316	\$3,111	\$2,844	-8.6%
NORTH CENTRAL	\$3,300	\$3,481	\$3,639	\$3,720	\$3,783	\$3,831	\$4,017	\$3,620	\$3,321	-8.3%
NORTHWESTERN	\$2,361	\$2,369	\$2,412	\$2,240	\$2,351	\$2,530	\$2,629	\$2,997	\$2,724	-9.1%
OAKLAND	\$5,235	\$5,521	\$5,524	\$5,648	\$5,868	\$6,163	\$6,167	\$5,716	\$4,738	-17.1%
ST. CLAIR	\$3,151	\$2,879	\$2,896	\$3,072	\$3,302	\$3,400	\$3,395	\$3,117	\$2,962	-5.0%
SCHOOLCRAFT	\$3,442	\$3,476	\$3,412	\$3,525	\$3,509	\$3,461	\$3,462	\$3,148	\$2,754	-12.5%
SOUTHWESTERN	\$1,785	\$2,003	\$2,219	\$2,436	\$2,502	\$2,973	\$2,870	\$2,800	\$2,375	-15.2%
WASHTENAW	\$5,255	\$5,168	\$5,403	\$5,698	\$5,813	\$5,951	\$6,495	\$5,791	\$4,998	-13.7%
WAYNE COUNTY	\$10,486	\$8,770	\$8,627	\$8,618	\$8,545	\$7,659	\$6,895	\$5,895	\$5,332	-9.6%
WEST SHORE	\$4,877	\$4,939	\$4,921	\$5,241	\$5,654	\$5,896	\$6,455	\$6,377	\$5,539	-13.1%
STATE AGGREGATE	\$3,568	\$3,528	\$3,603	\$3,689	\$3,822	\$3,839	\$3,822	\$3,606	\$3,191	-11.5%
STATE AVERAGE	\$3,336	\$3,273	\$3,273	\$3,376	\$3,551	\$3,558	\$3,586	\$3,457	\$3,099	-10.4%

**TABLE 5
TUITION AND FEE REVENUE**

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	\$3,194,041	\$3,620,793	\$4,420,412	\$4,611,601	\$4,631,006	\$4,964,824	\$5,790,507	\$5,902,256	\$6,277,708	6.4%
BAY DE NOC	\$3,650,325	\$4,263,929	\$4,839,255	\$4,607,637	\$4,784,563	\$5,198,044	\$5,971,381	\$6,554,622	\$8,192,241	25.0%
DELTA	\$14,406,709	\$15,761,449	\$23,261,484	\$23,522,396	\$23,807,295	\$25,948,195	\$28,106,760	\$29,471,109	\$31,794,081	7.9%
GLEN OAKS	\$2,401,499	\$2,397,188	\$2,541,432	\$2,370,345	\$2,441,989	\$2,486,926	\$2,949,355	\$3,404,521	\$4,316,958	26.8%
GOGEBIC	\$1,520,362	\$1,780,861	\$1,954,085	\$1,909,479	\$2,103,354	\$2,507,103	\$2,715,280	\$3,060,500	\$3,678,561	20.2%
GRAND RAPIDS	\$19,584,528	\$23,237,077	\$26,668,826	\$29,751,698	\$33,350,809	\$36,608,481	\$40,389,594	\$43,739,122	\$52,179,526	19.3%
HENRY FORD	\$23,834,366	\$24,875,821	\$27,922,981	\$32,019,783	\$31,494,322	\$33,620,310	\$38,570,016	\$45,420,639	\$56,040,314	23.4%
JACKSON	\$8,014,551	\$9,907,070	\$11,732,001	\$12,945,477	\$14,204,249	\$17,015,674	\$19,537,427	\$21,982,018	\$27,913,565	27.0%
KALAMAZOO VALLEY	\$9,558,907	\$10,400,655	\$11,601,339	\$12,454,809	\$13,172,315	\$14,995,938	\$16,059,380	\$16,774,609	\$20,057,835	19.6%
KELLOGG	\$7,485,913	\$8,616,486	\$9,589,081	\$9,953,640	\$9,906,516	\$10,954,868	\$12,207,350	\$12,314,489	\$14,176,007	15.1%
KIRTLAND	\$2,434,027	\$3,088,887	\$3,891,825	\$4,322,460	\$4,429,296	\$5,007,115	\$5,166,814	\$5,357,717	\$6,494,680	21.2%
LAKE MICHIGAN	\$4,475,959	\$4,974,196	\$6,165,601	\$6,630,085	\$7,186,213	\$8,499,234	\$7,778,654	\$8,944,402	\$10,491,005	17.3%
LANSING	\$22,830,601	\$26,095,448	\$27,103,801	\$31,134,402	\$37,223,761	\$40,160,599	\$45,172,683	\$47,915,880	\$51,276,437	7.0%
MACOMB	\$26,981,548	\$29,125,588	\$29,382,578	\$31,400,661	\$34,733,266	\$37,960,847	\$39,508,124	\$44,006,896	\$49,368,705	12.2%
MID MICHIGAN	\$4,516,003	\$5,450,221	\$6,453,064	\$7,652,024	\$8,280,568	\$9,395,640	\$11,348,587	\$13,987,173	\$17,447,820	24.7%
MONROE	\$3,959,052	\$4,113,045	\$4,869,449	\$5,365,456	\$5,725,284	\$6,216,159	\$6,932,511	\$7,569,270	\$8,998,029	18.9%
MONTCALM	\$2,113,267	\$2,367,632	\$3,051,329	\$3,605,339	\$4,225,980	\$5,422,411	\$5,561,266	\$4,862,849	\$5,484,833	12.8%
MOTT	\$19,128,524	\$21,301,026	\$22,486,000	\$22,809,215	\$24,444,941	\$25,321,353	\$27,650,338	\$30,423,884	\$36,257,663	19.2%
MUSKEGON	\$5,473,025	\$6,669,985	\$7,811,436	\$8,008,637	\$8,733,794	\$9,857,152	\$10,755,150	\$11,605,305	\$13,498,923	16.3%
NORTH CENTRAL	\$2,521,948	\$2,720,059	\$3,244,789	\$3,383,880	\$3,985,363	\$4,442,255	\$4,767,989	\$5,378,542	\$6,492,503	20.7%
NORTHWESTERN	\$9,025,766	\$10,478,158	\$12,614,198	\$13,340,839	\$13,938,531	\$14,474,378	\$15,175,794	\$16,864,981	\$19,199,480	13.8%
OAKLAND	\$27,265,957	\$30,695,200	\$33,712,810	\$35,656,095	\$36,406,323	\$37,483,181	\$39,298,139	\$42,988,811	\$48,463,303	12.7%
ST. CLAIR	\$6,912,982	\$7,683,703	\$8,216,355	\$8,041,119	\$8,484,530	\$9,512,725	\$11,182,626	\$12,939,276	\$14,818,275	14.5%
SCHOOLCRAFT	\$16,249,506	\$17,160,531	\$20,037,844	\$20,923,643	\$23,228,613	\$25,473,354	\$27,700,444	\$30,649,430	\$35,348,937	15.3%
SOUTHWESTERN	\$4,188,897	\$4,327,404	\$4,574,531	\$4,740,594	\$5,176,248	\$5,279,889	\$6,369,708	\$9,847,968	\$9,847,968	0.0%
WASHTENAW	\$15,455,722	\$16,978,733	\$19,545,541	\$20,000,125	\$21,395,863	\$22,889,002	\$23,229,059	\$27,186,456	\$31,825,112	17.1%
WAYNE COUNTY	\$11,283,906	\$15,418,252	\$15,323,057	\$17,053,830	\$19,567,155	\$22,854,318	\$29,950,664	\$35,039,631	\$40,464,885	15.5%
WEST SHORE	\$1,575,246	\$1,865,981	\$2,079,372	\$2,210,093	\$2,375,289	\$2,496,787	\$2,518,616	\$2,656,019	\$3,109,533	17.1%
STATE TOTAL	\$280,043,137	\$315,375,378	\$355,094,476	\$380,425,362	\$409,437,436	\$447,046,762	\$492,364,216	\$546,848,375	\$633,514,887	15.8%

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	1 YEAR CHANGE
ALPENA	\$2,519	\$2,700	\$3,475	\$3,817	\$3,797	\$3,996	\$4,169	\$4,223	\$4,207	-0.4%
BAY DE NOC	\$2,329	\$2,476	\$2,606	\$2,784	\$3,050	\$3,423	\$3,724	\$3,833	\$4,123	7.6%
DELTA	\$2,360	\$2,495	\$3,661	\$3,593	\$3,585	\$3,901	\$4,001	\$3,976	\$3,930	-1.2%
GLEN OAKS	\$2,240	\$2,431	\$2,487	\$2,551	\$2,822	\$2,941	\$3,213	\$2,987	\$3,549	18.8%
GOGEBIC	\$2,364	\$2,477	\$2,882	\$2,999	\$3,305	\$3,571	\$3,720	\$3,818	\$4,038	5.8%
GRAND RAPIDS	\$2,489	\$2,702	\$3,003	\$3,178	\$3,435	\$3,646	\$3,958	\$4,088	\$4,296	5.1%
HENRY FORD	\$3,265	\$3,200	\$3,555	\$3,829	\$3,803	\$3,910	\$4,021	\$4,119	\$4,358	5.8%
JACKSON	\$2,740	\$3,137	\$3,504	\$3,665	\$4,014	\$4,370	\$4,591	\$4,633	\$4,832	4.3%
KALAMAZOO VALLEY	\$1,793	\$1,769	\$1,922	\$1,977	\$2,073	\$2,257	\$2,386	\$2,360	\$2,564	8.6%
KELLOGG	\$2,445	\$2,497	\$2,736	\$2,898	\$2,949	\$3,174	\$3,412	\$3,383	\$3,408	0.7%
KIRTLAND	\$2,864	\$3,061	\$3,528	\$3,930	\$4,303	\$4,534	\$4,442	\$4,521	\$4,492	-0.6%
LAKE MICHIGAN	\$2,255	\$2,331	\$2,283	\$2,838	\$3,301	\$3,947	\$3,723	\$3,916	\$3,486	-11.0%
LANSING	\$2,230	\$2,343	\$2,584	\$2,866	\$3,291	\$3,369	\$3,779	\$3,675	\$3,579	-2.6%
MACOMB	\$2,184	\$2,266	\$2,325	\$2,417	\$2,598	\$2,719	\$2,742	\$2,866	\$2,951	3.0%
MID MICHIGAN	\$2,975	\$3,149	\$3,351	\$3,789	\$3,842	\$4,072	\$4,326	\$4,688	\$5,008	6.8%
MONROE	\$1,945	\$1,894	\$2,098	\$2,176	\$2,248	\$2,360	\$2,591	\$2,690	\$3,020	12.3%
MONTCALM	\$2,609	\$2,672	\$3,061	\$3,017	\$3,287	\$3,274	\$3,087	\$3,552	\$3,744	5.4%
MOTT	\$3,319	\$3,310	\$3,695	\$3,659	\$3,865	\$3,966	\$3,718	\$4,115	\$4,170	1.3%
MUSKEGON	\$2,025	\$2,166	\$2,459	\$2,580	\$2,938	\$3,264	\$3,678	\$3,624	\$3,768	4.0%
NORTH CENTRAL	\$2,137	\$2,274	\$2,713	\$2,744	\$3,104	\$3,322	\$3,350	\$3,293	\$3,547	7.7%
NORTHWESTERN	\$3,419	\$3,752	\$4,417	\$4,073	\$4,231	\$4,389	\$4,502	\$5,484	\$5,487	0.1%
OAKLAND	\$1,932	\$2,139	\$2,297	\$2,354	\$2,383	\$2,404	\$2,452	\$2,488	\$2,436	-2.1%
ST. CLAIR	\$2,610	\$2,674	\$2,766	\$2,762	\$2,951	\$3,306	\$3,652	\$3,799	\$3,831	0.8%
SCHOOLCRAFT	\$2,743	\$2,746	\$3,029	\$3,070	\$3,216	\$3,290	\$3,422	\$3,497	\$3,684	5.3%
SOUTHWESTERN	\$2,219	\$2,453	\$2,772	\$3,011	\$3,260	\$3,758	\$4,116	\$4,398	\$4,826	9.7%
WASHTENAW	\$2,294	\$2,307	\$2,642	\$2,692	\$2,758	\$2,842	\$2,950	\$3,100	\$3,188	2.8%
WAYNE COUNTY	\$2,040	\$2,226	\$2,114	\$2,240	\$2,490	\$2,453	\$2,757	\$2,811	\$3,029	7.8%
WEST SHORE	\$2,014	\$2,265	\$2,409	\$2,544	\$2,764	\$2,879	\$2,915	\$3,006	\$3,025	0.6%
STATE AGGREGATE	\$2,397	\$2,509	\$2,780	\$2,901	\$3,070	\$3,211	\$3,367	\$3,461	\$3,574	3.3%
STATE AVERAGE	\$2,441	\$2,568	\$2,871	\$3,002	\$3,202	\$3,405	\$3,550	\$3,677	\$3,806	3.5%

TABLE 7
TOTAL REVENUE PER FYES

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	\$8,424	\$8,228	\$9,170	\$10,118	\$10,054	\$9,893	\$10,345	\$10,149	\$9,743	-4.0%
BAY DE NOC	\$6,749	\$6,557	\$6,335	\$7,074	\$7,717	\$8,103	\$9,193	\$8,714	\$8,298	-4.8%
DELTA	\$8,090	\$8,097	\$9,506	\$9,420	\$9,511	\$9,146	\$9,342	\$9,423	\$8,884	-5.7%
GLEN OAKS	\$8,139	\$8,962	\$8,713	\$9,510	\$10,931	\$10,988	\$11,431	\$9,647	\$9,920	2.8%
GOGEBIC	\$10,884	\$9,965	\$10,562	\$11,687	\$11,814	\$11,424	\$11,635	\$11,122	\$10,597	-4.7%
GRAND RAPIDS	\$7,926	\$7,812	\$8,042	\$8,231	\$8,500	\$8,498	\$9,393	\$9,126	\$8,643	-5.3%
HENRY FORD	\$8,000	\$7,629	\$7,764	\$7,900	\$8,214	\$7,836	\$8,159	\$7,575	\$7,178	-5.2%
JACKSON	\$8,799	\$8,720	\$8,605	\$8,712	\$8,979	\$8,695	\$9,302	\$8,785	\$8,217	-6.5%
KALAMAZOO VALLEY	\$6,818	\$6,439	\$6,373	\$6,570	\$6,776	\$6,812	\$7,536	\$7,093	\$6,850	-3.4%
KELLOGG	\$8,644	\$8,041	\$7,950	\$8,522	\$8,767	\$8,721	\$9,474	\$9,317	\$8,525	-8.5%
KIRTLAND	\$13,251	\$11,884	\$11,412	\$12,241	\$13,379	\$13,019	\$13,482	\$13,499	\$11,977	-11.3%
LAKE MICHIGAN	\$9,716	\$9,749	\$8,077	\$10,822	\$11,343	\$12,232	\$13,350	\$12,889	\$10,806	-16.2%
LANSING	\$8,772	\$8,399	\$8,854	\$9,263	\$9,532	\$9,111	\$10,324	\$9,535	\$8,854	-7.1%
MACOMB	\$7,999	\$7,851	\$7,827	\$8,083	\$8,284	\$8,219	\$8,708	\$8,284	\$7,833	-5.4%
MID MICHIGAN	\$7,230	\$6,878	\$6,496	\$6,873	\$6,804	\$6,805	\$7,144	\$7,128	\$7,021	-1.5%
MONROE	\$9,487	\$9,060	\$8,708	\$8,715	\$8,831	\$8,788	\$9,525	\$9,159	\$8,929	-2.5%
MONTCALM	\$11,529	\$11,581	\$10,716	\$9,815	\$9,634	\$8,152	\$8,066	\$10,300	\$10,196	-1.0%
MOTT	\$9,650	\$9,022	\$9,621	\$9,815	\$10,095	\$10,187	\$9,661	\$9,947	\$9,866	-0.8%
MUSKEGON	\$8,268	\$7,627	\$7,598	\$8,149	\$8,841	\$9,421	\$10,115	\$9,507	\$9,092	-4.4%
NORTH CENTRAL	\$8,326	\$8,417	\$8,714	\$9,144	\$9,234	\$9,385	\$9,828	\$8,896	\$8,725	-1.9%
NORTHWESTERN	\$9,934	\$10,019	\$10,086	\$9,434	\$9,479	\$9,613	\$10,318	\$11,825	\$11,149	-5.7%
OAKLAND	\$8,872	\$9,255	\$9,197	\$9,528	\$9,774	\$10,123	\$10,509	\$9,831	\$8,620	-12.3%
ST. CLAIR	\$8,775	\$8,238	\$7,958	\$8,394	\$8,917	\$9,165	\$9,885	\$9,272	\$8,826	-4.8%
SCHOOLCRAFT	\$8,434	\$8,259	\$8,452	\$8,756	\$8,900	\$8,593	\$9,007	\$8,464	\$7,933	-6.3%
SOUTHWESTERN	\$8,199	\$8,858	\$9,023	\$9,956	\$9,931	\$11,666	\$11,829	\$11,371	\$10,568	-7.1%
WASHTENAW	\$9,879	\$9,647	\$10,087	\$10,564	\$10,773	\$10,823	\$12,008	\$10,981	\$10,034	-8.6%
WAYNE COUNTY	\$15,941	\$13,655	\$12,951	\$13,103	\$13,259	\$12,025	\$11,514	\$10,347	\$9,807	-5.2%
WEST SHORE	\$10,322	\$10,305	\$9,959	\$10,623	\$11,527	\$11,607	\$12,367	\$12,294	\$11,081	-9.9%
STATE AGGREGATE	\$8,945	\$8,714	\$8,812	\$9,136	\$9,386	\$9,303	\$9,804	\$9,346	\$8,751	-6.4%
STATE AVERAGE	\$9,181	\$8,898	\$8,884	\$9,322	\$9,636	\$9,609	\$10,123	\$9,803	\$9,220	-5.9%

TABLE 8
TAXABLE VALUE

	2001-02 (000's)	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)	1 YEAR CHANGE
ALPENA	\$765,562	\$826,075	\$853,226	\$897,284	\$944,399	\$998,154	\$1,035,986	\$1,066,675	\$1,095,700	\$1,071,341	-2.2%
BAY DE NOC	\$813,878	\$854,350	\$883,567	\$914,332	\$955,206	\$1,001,979	\$1,052,398	\$1,077,840	\$1,121,514	\$1,119,775	-0.2%
DELTA	\$9,617,314	\$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	-2.0%
GLEN OAKS	\$1,315,721	\$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	-1.3%
GOGEBIC	\$314,836	\$330,258	\$347,477	\$366,069	\$388,294	\$407,216	\$431,404	\$455,310	\$482,418	\$485,948	0.7%
GRAND RAPIDS	\$15,803,673	\$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	-3.8%
HENRY FORD	\$3,792,555	\$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	-8.7%
JACKSON	\$3,022,214	\$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	-4.0%
KALAMAZOO VALLEY	\$5,784,356	\$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	-3.5%
KELLOGG	\$2,740,973	\$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	-5.4%
KIRTLAND	\$2,081,566	\$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	-3.1%
LAKE MICHIGAN	\$4,632,906	\$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	-0.6%
LANSING	\$8,028,497	\$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	-4.7%
MACOMB	\$22,702,422	\$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	-10.2%
MID MICHIGAN	\$1,250,830	\$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	-2.3%
MONROE	\$4,709,442	\$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	-6.0%
MONTCALM	\$1,430,916	\$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	-3.7%
MOTT	\$9,000,826	\$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	-10.7%
MUSKEGON	\$3,244,251	\$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	-3.2%
NORTH CENTRAL	\$1,847,701	\$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	-5.2%
NORTHWESTERN	\$2,660,298	\$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	-1.9%
OAKLAND	\$47,314,390	\$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	-3.5%
ST. CLAIR	\$4,525,137	\$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	-10.3%
SCHOOLCRAFT	\$11,169,194	\$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	-9.5%
SOUTHWESTERN	\$1,268,555	\$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	-1.4%
WASHTENAW	\$10,222,954	\$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	-5.3%
WAYNE COUNTY	\$25,035,894	\$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	-8.4%
WEST SHORE	\$1,732,417	\$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	-0.9%
STATE TOTAL	\$206,829,278	\$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	-5.6%

TABLE 9
REVENUE SOURCES BY PERCENTAGE

REVENUE SOURCE	2000-01	2001-02	2002-03	2003-04 ¹	2004-05	2005-06	2006-07 ²	2007-08	2008-09	2009-10
STATE AID	33.3%	30.3%	27.8%	24.3%	23.9%	22.3%	18.9%	21.7%	20.0%	18.9%
PROPERTY TAX	35.9%	39.9%	40.5%	40.9%	40.4%	40.7%	41.3%	39.0%	38.6%	36.5%
TUITION & FEES	26.8%	26.8%	28.8%	31.6%	31.7%	32.7%	34.5%	34.3%	37.0%	40.8%
ALL OTHER	4.0%	3.1%	2.9%	3.3%	4.0%	4.3%	5.3%	5.0%	4.4%	3.8%
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

	2000-01	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$121,725	\$82,652	\$68,700	\$68,700	\$76,300	\$78,600	\$80,500	\$80,200	\$83,000	\$82,100	-1.1%
BAY DE NOC	\$105,324	\$89,928	\$82,400	\$82,400	\$91,300	\$100,800	\$76,600	\$62,800	\$69,100	\$77,900	12.7%
DELTA	\$110,504	\$105,387	\$99,400	\$99,400	\$97,100	\$97,900	\$99,400	\$104,500	\$106,400	\$108,000	1.5%
GLEN OAKS	\$131,210	\$133,674	\$127,500	\$127,500	\$123,600	\$117,500	\$115,100	\$112,500	\$111,300	\$106,600	-4.2%
GOGEBIC	\$78,617	\$75,431	\$71,500	\$71,500	\$66,200	\$62,400	\$58,200	\$58,600	\$56,300	\$54,900	-2.5%
GRAND RAPIDS	\$76,714	\$85,841	\$98,000	\$98,000	\$117,200	\$122,100	\$128,700	\$132,300	\$133,300	\$135,500	1.7%
HENRY FORD	\$168,324	\$158,074	\$146,500	\$146,500	\$146,300	\$151,900	\$159,200	\$161,900	\$163,300	\$169,600	3.9%
JACKSON	\$114,933	\$109,157	\$101,800	\$101,800	\$102,000	\$105,000	\$113,800	\$120,900	\$132,800	\$146,800	10.5%
KALAMAZOO VALLEY	\$118,490	\$112,017	\$100,200	\$100,200	\$89,700	\$89,400	\$91,100	\$92,000	\$92,000	\$90,600	-1.5%
KELLOGG	\$157,285	\$151,327	\$143,000	\$143,000	\$155,100	\$159,500	\$167,400	\$163,600	\$152,600	\$138,400	-9.3%
KIRTLAND	\$145,724	\$163,408	\$146,600	\$146,600	\$125,800	\$124,300	\$129,000	\$125,400	\$128,400	\$124,300	-3.2%
LAKE MICHIGAN	\$194,902	\$180,214	\$162,100	\$162,100	\$154,900	\$155,800	\$155,100	\$157,200	\$147,000	\$147,200	0.1%
LANSING	\$134,738	\$157,090	\$147,600	\$147,600	\$139,800	\$134,500	\$143,800	\$153,500	\$157,000	\$147,800	-5.9%
MACOMB	\$90,272	\$89,157	\$84,400	\$84,400	\$83,600	\$83,300	\$84,300	\$84,400	\$84,200	\$83,100	-1.3%
MID MICHIGAN	\$123,549	\$134,080	\$124,000	\$124,000	\$134,400	\$142,200	\$147,900	\$141,400	\$133,600	\$126,100	-5.6%
MONROE	\$102,673	\$96,061	\$90,700	\$90,700	\$94,000	\$97,500	\$103,900	\$105,400	\$104,100	\$102,100	-1.9%
MONTCALM	\$70,131	\$67,030	\$67,800	\$67,800	\$66,700	\$66,700	\$66,000	\$75,000	\$75,600	\$73,200	-3.2%
MOTT	\$105,617	\$107,209	\$101,900	\$101,900	\$102,600	\$103,800	\$105,700	\$106,300	\$113,300	\$127,700	12.7%
MUSKEGON	\$212,002	\$202,562	\$185,300	\$185,300	\$149,700	\$118,500	\$81,800	\$78,700	\$81,100	\$87,600	8.0%
NORTH CENTRAL	\$178,833	\$151,211	\$121,300	\$121,300	\$115,900	\$117,200	\$116,200	\$111,100	\$109,800	\$103,800	-5.5%
NORTHWESTERN	\$120,835	\$124,503	\$129,700	\$129,700	\$123,100	\$118,200	\$122,600	\$122,400	\$122,500	\$127,200	3.8%
OAKLAND	\$164,112	\$151,843	\$141,700	\$141,700	\$144,600	\$147,300	\$147,500	\$148,900	\$146,900	\$147,900	0.7%
ST. CLAIR	\$77,130	\$85,399	\$88,500	\$88,500	\$93,400	\$92,000	\$110,500	\$124,800	\$123,100	\$104,500	-15.1%
SCHOOLCRAFT	\$148,852	\$146,970	\$134,800	\$134,800	\$129,000	\$130,000	\$128,500	\$127,300	\$123,500	\$124,300	0.6%
SOUTHWESTERN	\$186,227	\$174,549	\$152,400	\$152,400	\$134,800	\$138,600	\$145,100	\$150,700	\$152,300	\$156,000	2.4%
WASHTENAW	\$148,858	\$164,416	\$157,200	\$157,200	\$161,700	\$159,800	\$153,700	\$140,300	\$127,300	\$117,500	-7.7%
WAYNE COUNTY	\$158,329	\$137,407	\$129,500	\$129,500	\$174,900	\$172,400	\$147,400	\$132,600	\$146,200	\$166,600	14.0%
WEST SHORE	\$146,193	\$126,109	\$118,200	\$118,200	\$129,000	\$135,500	\$143,700	\$148,000	\$146,700	\$145,400	-0.9%
STATE TOTAL	\$3,692,103	\$3,562,706	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	0.0%

TABLE 11
EXPENDITURES PER FYES

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	\$7,646	\$7,628	\$9,192	\$9,632	\$9,887	\$9,847	\$9,503	\$10,010	\$9,557	-4.5%
BAY DE NOC	\$6,343	\$6,042	\$6,203	\$7,146	\$7,421	\$8,034	\$8,499	\$8,722	\$7,738	-11.3%
DELTA	\$7,148	\$7,366	\$8,676	\$8,744	\$8,787	\$8,919	\$8,760	\$8,540	\$8,002	-6.3%
GLEN OAKS	\$7,326	\$8,220	\$7,777	\$8,575	\$9,996	\$10,928	\$10,456	\$8,897	\$8,430	-5.2%
GOGEBIC	\$9,798	\$8,814	\$9,726	\$10,597	\$10,747	\$10,163	\$10,120	\$9,981	\$9,449	-5.3%
GRAND RAPIDS	\$7,359	\$7,111	\$7,730	\$7,952	\$8,268	\$8,275	\$8,689	\$8,899	\$8,559	-3.8%
HENRY FORD	\$9,195	\$7,086	\$10,312	\$7,560	\$7,684	\$7,223	\$7,225	\$6,818	\$6,572	-3.6%
JACKSON	\$8,147	\$7,746	\$7,876	\$7,669	\$8,063	\$7,756	\$7,997	\$7,765	\$6,779	-12.7%
KALAMAZOO VALLEY	\$6,122	\$5,882	\$5,682	\$5,798	\$6,076	\$6,106	\$6,724	\$6,820	\$6,927	1.6%
KELLOGG	\$8,161	\$7,747	\$7,619	\$8,214	\$8,498	\$8,306	\$8,195	\$8,220	\$7,769	-5.5%
KIRTLAND	\$12,486	\$11,487	\$11,336	\$11,797	\$12,843	\$12,127	\$11,915	\$12,688	\$11,394	-10.2%
LAKE MICHIGAN	\$8,214	\$8,036	\$7,044	\$8,549	\$8,786	\$9,491	\$10,935	\$10,903	\$8,433	-22.7%
LANSING	\$7,015	\$7,202	\$7,608	\$7,778	\$7,895	\$7,732	\$8,093	\$8,355	\$7,496	-10.3%
MACOMB	\$6,334	\$6,512	\$6,714	\$6,785	\$6,923	\$6,825	\$6,844	\$6,934	\$6,534	-5.8%
MID MICHIGAN	\$6,585	\$5,847	\$5,656	\$5,742	\$5,813	\$5,905	\$5,813	\$5,803	\$5,444	-6.2%
MONROE	\$8,569	\$8,208	\$8,092	\$8,260	\$8,142	\$8,254	\$8,813	\$8,900	\$8,489	-4.6%
MONTCALM	\$10,341	\$10,144	\$9,101	\$8,512	\$8,869	\$7,486	\$7,830	\$10,091	\$9,651	-4.4%
MOTT	\$8,776	\$8,323	\$9,046	\$9,131	\$9,377	\$9,351	\$8,331	\$8,933	\$8,289	-7.2%
MUSKEGON	\$7,602	\$7,128	\$7,507	\$7,842	\$8,515	\$8,768	\$9,760	\$8,682	\$8,454	-2.6%
NORTH CENTRAL	\$6,799	\$7,380	\$7,915	\$8,232	\$8,284	\$8,649	\$8,599	\$7,980	\$7,780	-2.5%
NORTHWESTERN	\$9,768	\$9,084	\$9,542	\$8,901	\$8,948	\$9,236	\$9,678	\$11,086	\$10,003	-9.8%
OAKLAND	\$6,485	\$6,979	\$7,472	\$7,582	\$7,857	\$7,906	\$8,043	\$7,907	\$7,008	-11.4%
ST. CLAIR	\$7,639	\$7,107	\$7,041	\$7,353	\$7,850	\$8,343	\$8,424	\$7,755	\$7,041	-9.2%
SCHOOLCRAFT	\$7,117	\$7,060	\$7,666	\$7,506	\$7,525	\$7,204	\$7,410	\$7,165	\$6,907	-3.6%
SOUTHWESTERN	\$6,743	\$7,356	\$7,696	\$8,507	\$8,405	\$9,409	\$9,348	\$9,944	\$9,052	-9.0%
WASHTENAW	\$8,369	\$8,169	\$8,678	\$9,296	\$9,333	\$9,609	\$10,250	\$9,509	\$8,827	-7.2%
WAYNE COUNTY	\$11,427	\$11,420	\$10,966	\$9,866	\$10,306	\$9,184	\$8,711	\$8,362	\$7,176	-14.2%
WEST SHORE	\$9,850	\$10,302	\$9,427	\$10,130	\$11,230	\$11,496	\$12,353	\$12,018	\$10,924	-9.1%
STATE AGGREGATE	\$7,665	\$7,542	\$8,035	\$7,983	\$8,204	\$8,125	\$8,257	\$8,198	\$7,573	-7.6%

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	1 YEAR CHANGE
ALPENA	1,268	1,341	1,272	1,208	1,220	1,242	1,389	1,398	1,492	6.8%
BAY DE NOC	1,567	1,722	1,857	1,655	1,569	1,519	1,603	1,710	1,987	16.2%
DELTA	6,104	6,316	6,354	6,547	6,641	6,651	7,024	7,413	8,091	9.1%
GLEN OAKS	1,072	986	1,022	929	865	846	918	1,140	1,216	6.7%
GOGEBIC	643	719	678	637	637	702	730	802	911	13.6%
GRAND RAPIDS	7,870	8,599	8,880	9,363	9,708	10,042	10,205	10,700	12,146	13.5%
HENRY FORD	7,300	7,773	7,855	8,363	8,282	8,598	9,593	11,027	12,859	16.6%
JACKSON	2,925	3,158	3,348	3,532	3,539	3,894	4,255	4,745	5,777	21.8%
KALAMAZOO VALLEY	5,331	5,880	6,035	6,300	6,354	6,644	6,730	7,107	7,823	10.1%
KELLOGG	3,062	3,451	3,505	3,435	3,359	3,451	3,578	3,640	4,160	14.3%
KIRTLAND	850	1,009	1,103	1,100	1,029	1,104	1,163	1,185	1,446	22.0%
LAKE MICHIGAN	1,985	2,134	2,701	2,336	2,177	2,154	2,089	2,284	3,009	31.8%
LANSING	10,238	11,137	10,488	10,863	11,311	11,919	11,953	13,039	14,328	9.9%
MACOMB	12,352	12,855	12,638	12,994	13,367	13,963	14,410	15,355	16,730	9.0%
MID MICHIGAN	1,518	1,731	1,926	2,020	2,155	2,307	2,623	2,984	3,484	16.8%
MONROE	2,035	2,172	2,321	2,466	2,547	2,634	2,675	2,814	2,980	5.9%
MONTCALM	810	886	997	1,195	1,286	1,656	1,802	1,369	1,465	7.0%
MOTT	5,764	6,436	6,086	6,234	6,326	6,385	7,437	7,393	8,696	17.6%
MUSKEGON	2,703	3,080	3,177	3,104	2,973	3,020	2,924	3,202	3,582	11.9%
NORTH CENTRAL	1,180	1,196	1,196	1,233	1,284	1,337	1,423	1,633	1,830	12.1%
NORTHWESTERN	2,640	2,793	2,856	3,275	3,294	3,298	3,371	3,075	3,499	13.8%
OAKLAND	14,112	14,349	14,676	15,148	15,281	15,590	16,029	17,281	19,895	15.1%
ST. CLAIR	2,649	2,873	2,971	2,912	2,875	2,878	3,062	3,406	3,868	13.6%
SCHOOLCRAFT	5,925	6,250	6,616	6,815	7,222	7,744	8,095	8,763	9,595	9.5%
SOUTHWESTERN	1,888	1,764	1,650	1,574	1,588	1,405	1,548	1,643	2,041	24.2%
WASHTENAW	6,738	7,359	7,397	7,430	7,757	8,054	7,874	8,769	9,984	13.9%
WAYNE COUNTY	5,491	6,926	7,249	7,614	7,857	9,316	10,865	12,463	13,358	7.2%
WEST SHORE	782	824	863	869	860	867	864	884	1,028	16.3%
STATE TOTAL	116,802	125,719	127,717	131,150	133,359	139,219	146,234	157,225	177,277	12.8%

TABLE 13
CONTACT HOUR EQUATED STUDENTS (CHES)

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	1,492	1,595	1,522	1,443	1,457	1,518	1,630	1,638	1,749	6.8%
BAY DE NOC	1,772	1,905	2,079	1,888	1,791	1,727	1,832	1,945	2,268	16.6%
DELTA	7,165	7,390	7,939	8,020	7,999	8,157	8,624	8,939	9,615	7.6%
GLEN OAKS	1,278	1,174	1,220	1,106	1,052	1,024	1,103	1,363	1,438	5.5%
GOGEBIC	782	864	800	761	769	849	876	966	1,100	13.8%
GRAND RAPIDS	8,995	9,703	10,346	10,806	11,179	11,517	11,693	12,218	14,134	15.7%
HENRY FORD	8,436	8,950	8,739	9,298	9,224	9,437	10,493	12,069	13,921	15.3%
JACKSON	3,771	4,058	4,235	4,414	4,538	4,793	5,213	5,745	6,775	17.9%
KALAMAZOO VALLEY	6,678	7,214	7,467	7,480	7,673	7,962	8,144	8,484	9,477	11.7%
KELLOGG	3,710	4,165	4,321	4,309	4,492	4,643	4,310	4,257	5,071	19.1%
KIRTLAND	1,045	1,288	1,380	1,355	1,257	1,356	1,403	1,458	1,787	22.5%
LAKE MICHIGAN	2,447	3,437	3,372	2,737	2,572	2,670	2,556	2,832	3,885	37.2%
LANSING	12,820	13,888	12,215	12,600	13,332	13,923	13,874	15,179	16,558	9.1%
MACOMB	15,345	16,043	15,745	16,396	16,772	17,426	18,060	19,191	20,996	9.4%
MID MICHIGAN	2,064	2,179	2,432	2,524	2,663	2,751	3,273	3,752	4,278	14.0%
MONROE	2,434	2,634	2,827	2,974	3,038	3,156	3,297	3,499	3,599	2.9%
MONTCALM	986	1,074	1,192	1,453	1,547	2,039	2,122	1,593	1,696	6.5%
MOTT	7,311	8,265	7,610	7,968	8,102	7,886	9,317	9,137	10,972	20.1%
MUSKEGON	3,324	3,762	3,892	3,815	3,680	3,776	3,650	3,993	4,393	10.0%
NORTH CENTRAL	1,380	1,410	1,479	1,539	1,630	1,777	1,888	2,076	2,262	8.9%
NORTHWESTERN	3,526	3,539	3,663	3,584	3,711	3,733	3,818	3,603	4,409	22.4%
OAKLAND	15,416	13,293	14,197	14,725	18,632	18,358	17,890	20,378	23,202	13.9%
ST. CLAIR	3,001	3,274	3,371	3,289	3,418	3,431	3,501	3,810	4,405	15.6%
SCHOOLCRAFT	7,264	7,524	7,931	8,205	8,658	9,184	9,561	10,208	11,058	8.3%
SOUTHWESTERN	2,417	2,229	2,092	2,011	2,038	1,765	1,948	2,065	2,534	22.7%
WASHTENAW	8,599	9,399	9,492	9,311	9,611	9,989	9,834	10,939	12,349	12.9%
WAYNE COUNTY	6,849	8,312	9,852	9,594	9,966	11,158	13,472	15,041	15,945	6.0%
WEST SHORE	996	1,033	1,102	1,084	1,079	1,070	1,066	1,033	1,197	15.8%
STATE AGGREGATE	141,303	149,601	152,512	154,688	161,880	167,075	174,447	187,409	211,069	12.6%

TABLE 14
UNDUPLICATED STUDENT HEADCOUNT

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	2,776	2,964	2,705	2,581	2,589	2,576	2,713	2,620	2,792	6.6%
BAY DE NOC	5,966	5,353	5,400	5,214	5,924	5,150	5,014	4,924	5,341	8.5%
DELTA	15,996	16,143	16,537	16,462	16,241	14,917	15,325	16,397	17,125	4.4%
GLEN OAKS	3,947	3,255	3,638	2,717	2,470	2,563	2,630	3,050	2,792	-8.5%
GOGEBIC	1,723	1,718	1,363	1,338	1,317	1,419	1,503	1,497	1,697	13.4%
GRAND RAPIDS	19,284	22,943	23,780	23,628	26,226	21,651	21,808	22,587	24,614	9.0%
HENRY FORD	25,480	27,707	22,333	24,801	22,065	21,706	21,821	24,664	27,184	10.2%
JACKSON	10,412	9,662	9,550	9,050	8,957	9,448	9,626	10,315	11,701	13.4%
KALAMAZOO VALLEY	18,501	18,573	18,500	17,598	17,577	18,068	17,736	18,005	18,176	0.9%
KELLOGG	16,473	19,297	17,090	16,787	15,760	17,511	14,823	13,822	14,649	6.0%
KIRTLAND	2,819	3,384	3,624	3,313	3,030	3,207	3,130	3,343	3,595	7.5%
LAKE MICHIGAN	7,061	7,423	6,560	6,483	6,510	5,712	6,401	7,070	7,714	9.1%
LANSING	32,211	34,700	31,046	31,263	32,097	34,067	30,620	32,024	33,442	4.4%
MACOMB	45,369	44,085	43,395	42,488	42,900	41,689	44,111	44,822	44,555	-0.6%
MID MICHIGAN	5,058	5,545	5,037	5,574	5,859	5,968	6,141	6,979	7,404	6.1%
MONROE	7,256	7,597	7,846	7,760	8,119	8,557	9,080	9,308	9,366	0.6%
MONTCALM	3,684	4,212	4,182	4,736	5,295	5,403	5,678	4,399	4,858	10.4%
MOTT	17,553	21,028	18,874	18,826	18,676	18,055	19,113	19,330	21,463	11.0%
MUSKEGON	9,788	10,474	10,574	9,921	9,936	9,153	9,415	8,340	7,951	-4.7%
NORTH CENTRAL	3,411	4,474	4,052	3,991	4,112	4,215	4,360	4,510	4,713	4.5%
NORTHWESTERN	12,398	12,554	12,306	12,413	13,236	13,691	13,407	12,885	13,339	3.5%
OAKLAND	48,396	45,490	42,929	44,067	42,598	44,149	44,058	46,592	49,468	6.2%
ST. CLAIR	8,804	8,700	8,104	7,539	7,559	7,432	7,595	7,863	8,707	10.7%
SCHOOLCRAFT	32,189	32,029	29,903	30,845	31,459	33,319	34,286	35,194	34,904	-0.8%
SOUTHWESTERN	5,590	4,909	4,296	4,093	4,228	3,577	3,615	3,551	4,055	14.2%
WASHTENAW	28,023	28,790	27,801	26,353	26,873	27,359	24,722	23,939	24,632	2.9%
WAYNE COUNTY	32,530	45,249	55,392	55,065	57,933	64,364	67,083	72,401	72,667	0.4%
WEST SHORE	2,689	2,719	2,772	2,693	2,573	2,566	2,582	2,154	2,456	14.0%
STATE TOTAL	425,387	450,977	439,589	437,599	442,119	447,492	448,396	462,585	481,360	4.1%

TABLE 15
IN-DISTRICT TUITION RATE

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$58.00	\$61.00	\$66.00	\$67.75	\$72.00	\$76.00	\$80.00	\$84.00	\$84.00	\$92.00	9.5%
BAY DE NOC	\$56.75	\$58.00	\$59.75	\$61.10	\$64.50	\$71.25	\$77.00	\$77.00	\$82.50	\$87.00	5.5%
DELTA	\$61.40	\$63.70	\$67.50	\$69.00	\$72.50	\$76.00	\$78.00	\$79.00	\$79.00	\$82.00	3.8%
GLEN OAKS	\$54.00	\$56.00	\$59.00	\$60.00	\$64.00	\$68.00	\$70.00	\$72.00	\$77.00	\$80.00	3.9%
GOGEBIC	\$49.00	\$54.00	\$64.00	\$66.00	\$74.00	\$77.00	\$79.00	\$81.00	\$86.00	\$90.00	4.7%
GRAND RAPIDS	\$60.00	\$61.50	\$65.00	\$66.00	\$69.50	\$73.50	\$79.50	\$82.50	\$84.50	\$89.50	5.9%
HENRY FORD	\$55.00	\$57.00	\$57.00	\$57.00	\$57.00	\$57.00	\$60.00	\$65.00	\$70.00	\$70.00	0.0%
JACKSON	\$55.00	\$64.00	\$69.00	\$70.50	\$74.00	\$78.50	\$82.00	\$86.50	\$90.50	\$95.00	5.0%
KALAMAZOO VALLEY	\$45.25	\$47.50	\$51.00	\$52.40	\$55.00	\$61.00	\$66.00	\$68.00	\$71.00	\$76.50	7.7%
KELLOGG	\$51.75	\$54.75	\$57.75	\$59.00	\$62.00	\$65.00	\$68.50	\$70.50	\$71.50	\$76.50	7.0%
KIRTLAND	\$54.10	\$58.40	\$61.35	\$62.75	\$66.85	\$70.20	\$73.75	\$77.50	\$77.50	\$81.50	5.2%
LAKE MICHIGAN	\$51.00	\$57.50	\$65.00	\$66.55	\$72.50	\$72.50	\$72.50	\$72.50	\$72.50	\$77.00	6.2%
LANSING	\$50.00	\$51.00	\$54.00	\$55.00	\$65.00	\$67.00	\$73.00	\$73.00	\$73.00	\$76.00	4.1%
MACOMB	\$56.00	\$57.00	\$60.00	\$61.00	\$65.00	\$68.00	\$70.00	\$72.00	\$72.00	\$80.00	11.1%
MID MICHIGAN	\$54.25	\$56.75	\$59.50	\$60.86	\$62.30	\$68.50	\$72.60	\$76.50	\$80.00	\$84.00	5.0%
MONROE	\$49.00	\$51.00	\$53.00	\$54.00	\$58.00	\$60.00	\$64.00	\$67.00	\$67.00	\$72.00	7.5%
MONTCALM	\$54.74	\$57.00	\$60.00	\$61.00	\$64.00	\$67.00	\$70.00	\$74.00	\$77.00	\$79.00	2.6%
MOTT	\$61.15	\$62.85	\$69.00	\$70.55	\$75.80	\$79.50	\$82.05	\$84.70	\$86.52	\$93.51	8.1%
MUSKEGON	\$50.00	\$52.00	\$56.00	\$57.00	\$60.00	\$63.00	\$67.00	\$69.00	\$72.25	\$77.00	6.6%
NORTH CENTRAL	\$48.40	\$52.00	\$58.00	\$59.30	\$64.00	\$66.25	\$67.70	\$69.50	\$72.00	\$72.00	0.0%
NORTHWESTERN	\$56.00	\$58.00	\$63.20	\$64.60	\$68.60	\$71.15	\$73.40	\$77.40	\$77.40	\$79.70	3.0%
OAKLAND	\$50.30	\$51.70	\$52.50	\$53.70	\$55.15	\$56.80	\$58.50	\$60.10	\$60.10	\$66.70	11.0%
ST. CLAIR	\$61.00	\$64.00	\$64.00	\$65.45	\$68.50	\$75.25	\$81.50	\$86.50	\$86.50	\$89.00	2.9%
SCHOOLCRAFT	\$55.00	\$57.00	\$61.00	\$62.50	\$65.00	\$68.00	\$70.00	\$73.00	\$77.00	\$80.00	3.9%
SOUTHWESTERN	\$52.00	\$55.25	\$60.25	\$61.90	\$67.75	\$74.25	\$78.25	\$82.50	\$88.25	\$93.75	6.2%
WASHTENAW	\$57.00	\$58.00	\$60.00	\$60.00	\$62.00	\$64.00	\$67.00	\$70.00	\$73.00	\$80.00	9.6%
WAYNE COUNTY	\$54.00	\$54.00	\$54.00	\$54.00	\$55.50	\$55.50	\$56.80	\$57.65	\$67.65	\$79.00	16.8%
WEST SHORE	\$54.50	\$58.25	\$61.00	\$62.40	\$65.00	\$67.00	\$69.00	\$72.00	\$72.00	\$76.00	5.6%
STATE AVERAGE	\$54.09	\$56.76	\$60.28	\$61.48	\$65.19	\$68.47	\$71.68	\$74.30	\$76.70	\$81.24	5.9%

TABLE 16
OUT-OF-DISTRICT TUITION RATE

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	1 YEAR CHANGE
ALPENA	\$86.00	\$91.00	\$99.00	\$101.50	\$108.00	\$114.00	\$120.00	\$126.00	\$126.00	\$138.00	9.5%
BAY DE NOC	\$79.00	\$81.25	\$83.50	\$87.75	\$95.00	\$107.00	\$120.00	\$126.00	\$137.50	\$147.00	6.9%
DELTA	\$84.00	\$88.00	\$93.50	\$99.00	\$104.00	\$109.00	\$115.00	\$119.00	\$119.00	\$124.00	4.2%
GLEN OAKS	\$66.00	\$68.00	\$75.00	\$89.00	\$95.00	\$101.00	\$105.00	\$108.00	\$115.00	\$120.00	4.3%
GOGEBIC	\$67.00	\$72.00	\$82.00	\$86.00	\$94.00	\$97.00	\$99.00	\$102.00	\$109.00	\$116.00	6.4%
GRAND RAPIDS	\$88.00	\$90.00	\$100.00	\$110.00	\$125.00	\$142.00	\$157.00	\$173.00	\$181.00	\$196.00	8.3%
HENRY FORD	\$92.00	\$98.00	\$112.00	\$112.00	\$112.00	\$112.00	\$115.00	\$120.00	\$130.00	\$130.00	0.0%
JACKSON	\$73.00	\$82.00	\$88.50	\$95.00	\$104.00	\$118.00	\$118.00	\$122.00	\$127.00	\$134.00	5.5%
KALAMAZOO VALLEY	\$79.75	\$82.75	\$87.00	\$89.40	\$94.00	\$100.00	\$105.00	\$108.00	\$113.00	\$126.00	11.5%
KELLOGG	\$84.65	\$88.75	\$93.60	\$95.75	\$100.50	\$105.50	\$111.00	\$114.25	\$115.87	\$124.00	7.0%
KIRTLAND	\$80.80	\$87.25	\$96.25	\$115.15	\$122.65	\$128.75	\$135.20	\$142.00	\$142.00	\$149.00	4.9%
LAKE MICHIGAN	\$61.00	\$69.50	\$77.00	\$78.85	\$86.00	\$102.00	\$102.00	\$108.00	\$108.00	\$114.00	5.6%
LANSING	\$79.00	\$81.00	\$86.00	\$88.00	\$105.00	\$120.00	\$134.00	\$134.00	\$134.00	\$140.00	4.5%
MACOMB	\$84.00	\$85.00	\$88.00	\$89.00	\$99.00	\$104.00	\$107.00	\$110.00	\$110.00	\$122.00	10.9%
MID MICHIGAN	\$88.00	\$93.00	\$99.00	\$104.45	\$107.00	\$112.50	\$119.25	\$130.00	\$139.00	\$150.00	7.9%
MONROE	\$81.00	\$84.00	\$87.00	\$92.00	\$98.00	\$104.00	\$110.00	\$115.00	\$115.00	\$124.00	7.8%
MONTCALM	\$83.98	\$87.00	\$87.00	\$93.00	\$98.00	\$104.00	\$111.00	\$128.00	\$133.00	\$146.00	9.8%
MOTT	\$88.25	\$90.70	\$103.20	\$105.55	\$113.45	\$119.05	\$122.85	\$126.80	\$129.53	\$139.99	8.1%
MUSKEGON	\$73.00	\$76.00	\$82.00	\$83.50	\$90.00	\$99.00	\$107.00	\$113.50	\$119.00	\$135.00	13.4%
NORTH CENTRAL	\$75.20	\$79.00	\$90.00	\$92.10	\$101.30	\$106.40	\$109.80	\$114.20	\$118.50	\$118.50	0.0%
NORTHWESTERN	\$93.25	\$101.00	\$110.10	\$112.60	\$119.92	\$127.10	\$132.00	\$142.00	\$146.00	\$151.80	4.0%
OAKLAND	\$85.20	\$87.50	\$88.90	\$88.90	\$93.35	\$96.15	\$99.00	\$101.70	\$101.70	\$112.90	11.0%
ST. CLAIR	\$90.00	\$95.00	\$99.00	\$101.25	\$108.00	\$125.00	\$150.00	\$165.00	\$165.00	\$170.00	3.0%
SCHOOLCRAFT	\$82.00	\$85.00	\$91.00	\$93.00	\$97.00	\$100.00	\$103.00	\$107.00	\$113.00	\$118.00	4.4%
SOUTHWESTERN	\$60.00	\$63.75	\$69.50	\$71.30	\$85.75	\$94.00	\$99.75	\$105.25	\$112.75	\$120.50	6.9%
WASHTENAW	\$83.00	\$85.00	\$101.00	\$101.00	\$105.00	\$109.00	\$115.00	\$121.00	\$124.00	\$131.00	5.6%
WAYNE COUNTY	\$70.00	\$70.00	\$70.00	\$70.00	\$71.75	\$71.75	\$73.40	\$90.00	\$100.00	\$100.00	0.0%
WEST SHORE	\$84.75	\$91.00	\$97.00	\$102.00	\$106.00	\$110.00	\$114.00	\$120.00	\$126.00	\$133.00	5.6%
STATE AVERAGE	\$80.07	\$84.02	\$90.57	\$94.54	\$101.38	\$108.51	\$114.62	\$121.13	\$125.35	\$133.24	6.3%

TABLE 17
GROUPING OF LIKE COMMUNITY COLLEGES
2009-10

	GENERAL FUND REVENUES	FISCAL YEAR EQUATED STUDENTS (FYES)	CONTACT HOUR EQUATED STUDENTS (CHES)	UNDUPLICATED STUDENT HEADCOUNT
<i>GROUP 1</i>				
ALPENA	\$14,536,896	1,492	1,749	2,792
BAY DE NOC	\$16,488,172	1,987	2,268	5,341
GLEN OAKS	\$12,067,046	1,216	1,438	2,792
GOGEBIC	\$9,652,389	911	1,100	1,697
KIRTLAND	\$17,314,630	1,446	1,787	3,595
MID MICHIGAN	\$24,458,292	3,484	4,278	7,404
MONTCALM	\$14,936,739	1,465	1,696	4,858
NORTH CENTRAL	\$15,969,194	1,830	2,262	4,713
SOUTHWESTERN	\$21,565,005	2,041	2,534	4,055
WEST SHORE	\$11,391,345	1,028	1,197	2,456
<i>GROUP 2</i>				
JACKSON	\$47,466,001	5,777	6,775	11,701
KELLOGG	\$35,461,569	4,160	5,071	14,649
LAKE MICHIGAN	\$32,519,866	3,009	3,885	7,714
MONROE	\$26,605,233	2,980	3,599	9,366
MUSKEGON	\$32,568,674	3,582	4,393	7,951
NORTHWESTERN	\$39,009,021	3,499	4,409	13,339
ST. CLAIR	\$34,134,634	3,868	4,405	8,707
<i>GROUP 3</i>				
DELTA	\$71,879,734	8,091	9,615	17,125
GRAND RAPIDS	\$104,978,972	12,146	14,134	24,614
HENRY FORD	\$92,297,700	12,859	13,921	27,184
KALAMAZOO VALLEY	\$53,583,498	7,823	9,477	18,176
MOTT	\$85,794,512	8,696	10,972	21,463
SCHOOLCRAFT	\$76,115,628	9,595	11,058	34,904
WASHTENAW	\$100,176,577	9,984	12,349	24,632
WAYNE COUNTY	\$130,996,777	13,358	15,945	72,667
<i>GROUP 4</i>				
LANSING	\$126,863,794	14,328	16,558	33,442
MACOMB	\$131,034,494	16,730	20,996	44,555
OAKLAND	\$171,501,307	19,895	23,202	49,468
STATE AGGREGATE	\$1,551,367,699	177,277	211,069	481,360

TABLE 18
DISTRIBUTION OF FISCAL YEAR EQUATED STUDENT (FYES)

ACS CODE & SUB-ACTIVITY	2007-08	% OF TOTAL	2008-09	% OF TOTAL	2009-10	% OF TOTAL
1.1 GENERAL EDUCATION	81,035	55.4%	87,137	55.4%	96,928	54.7%
1.2 BUSINESS & HUMAN SERVICES	30,994	21.2%	32,683	20.8%	37,189	21.0%
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	7,566	5.2%	7,794	5.0%	9,101	5.1%
1.4 HEALTH OCCUPATIONS	13,054	8.9%	13,851	8.8%	15,001	8.5%
1.5 DEVELOPMENTAL EDUC. & BASIC SKILLS	12,827	8.8%	14,725	9.4%	17,633	9.9%
1.6 HUMAN DEVELOPMENT	471	0.3%	671	0.4%	823	0.5%
1.7 PERSONAL INTEREST	287	0.2%	365	0.2%	603	0.3%
1.0 ALL INSTRUCTION	146,234		157,225		177,277	

TABLE 19
DISTRIBUTION OF CONTACT HOUR EQUATED STUDENT (CHES)

ACS CODE & SUB-ACTIVITY	2007-08	% OF TOTAL	2008-09	% OF TOTAL	2009-10	% OF TOTAL
1.1 GENERAL EDUCATION	91,496	52.4%	99,063	52.9%	109,921	52.1%
1.2 BUSINESS & HUMAN SERVICES	35,539	20.4%	37,044	19.8%	42,316	20.0%
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	11,022	6.3%	11,364	6.1%	13,523	6.4%
1.4 HEALTH OCCUPATIONS	20,151	11.6%	21,664	11.6%	23,586	11.2%
1.5 DEVELOPMENTAL EDUC. & BASIC SKILLS	13,602	7.8%	15,758	8.4%	18,944	9.0%
1.6 HUMAN DEVELOPMENT	1,028	0.6%	1,146	0.6%	1,193	0.6%
1.7 PERSONAL INTEREST	1,610	0.9%	1,371	0.7%	1,585	0.8%
1.0 ALL INSTRUCTION	174,447		187,409		211,069	

TABLE 20
STUDENT CONTACT HOURS (SCOH) / STUDENT CREDIT HOURS (SCRH) RATIOS
2009-10

ACS CODE & SUB-ACTIVITY	COLUMN A COLUMN B / 16	COLUMN B SCOH / SCRH	COLUMN C SCOH	COLUMN D SCRH
1.1 GENERAL EDUCATION	1.13	18.1	54,520,963	3,004,765
1.2 BUSINESS & HUMAN SERVICES	1.14	18.2	20,988,802	1,152,843
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	1.49	23.8	6,707,299	282,137
1.4 HEALTH OCCUPATIONS	1.58	25.2	11,698,740	465,034
1.5 DEVELOPMENTAL EDUC. & BASIC SKILLS	1.08	17.2	9,396,314	546,611
1.6 HUMAN DEVELOPMENT	1.45	23.2	591,757	25,508
1.7 PERSONAL INTEREST	2.63	42.1	786,314	18,694
1.0 INSTRUCTION TOTAL	1.19	19.0	104,690,189	5,495,592

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
 2009-10

	HEADCOUNT PER FYES	HEADCOUNT PER CHES	UNDUPLICATED HEADCOUNT	FYES	CHES
<i>GROUP 1</i>					
ALPENA	1.87	1.60	2,792	1,492	1,749
BAY DE NOC	2.69	2.35	5,341	1,987	2,268
GLEN OAKS	2.30	1.94	2,792	1,216	1,438
GOGEBIC	1.86	1.54	1,697	911	1,100
KIRTLAND	2.49	2.01	3,595	1,446	1,787
MID MICHIGAN	2.13	1.73	7,404	3,484	4,278
MONTCALM	3.32	2.86	4,858	1,465	1,696
NORTH CENTRAL	2.57	2.08	4,713	1,830	2,262
SOUTHWESTERN	1.99	1.60	4,055	2,041	2,534
WEST SHORE	2.39	2.05	2,456	1,028	1,197
<i>GROUP 2</i>					
JACKSON	2.03	1.73	11,701	5,777	6,775
KELLOGG	3.52	2.89	14,649	4,160	5,071
LAKE MICHIGAN	2.56	1.99	7,714	3,009	3,885
MONROE	3.14	2.60	9,366	2,980	3,599
MUSKEGON	2.22	1.81	7,951	3,582	4,393
NORTHWESTERN	3.81	3.03	13,339	3,499	4,409
ST. CLAIR	2.25	1.98	8,707	3,868	4,405
<i>GROUP 3</i>					
DELTA	2.12	1.78	17,125	8,091	9,615
GRAND RAPIDS	2.03	1.74	24,614	12,146	14,134
HENRY FORD	2.11	1.95	27,184	12,859	13,921
KALAMAZOO VALLEY	2.32	1.92	18,176	7,823	9,477
MOTT	2.47	1.96	21,463	8,696	10,972
SCHOOLCRAFT	3.64	3.16	34,904	9,595	11,058
WASHTENAW	2.47	1.99	24,632	9,984	12,349
WAYNE COUNTY	5.44	4.56	72,667	13,358	15,945
<i>GROUP 4</i>					
LANSING	2.33	2.02	33,442	14,328	16,558
MACOMB	2.66	2.12	44,555	16,730	20,996
OAKLAND	2.49	2.13	49,468	19,895	23,202
<i>STATE AGGREGATE</i>	<i>2.72</i>	<i>2.28</i>	<i>481,360</i>	<i>177,277</i>	<i>211,069</i>

TABLE 22
 IN-DISTRICT UNDUPLICATED HEADCOUNT
 2009-10

	% IN-DISTRICT STUDENTS	IN- DISTRICT	OUT-OF- DISTRICT	TOTAL STUDENTS
<i>GROUP 1</i>				
ALPENA	53.3%	1,487	1,305	2,792
BAY DE NOC	48.5%	2,593	2,748	5,341
GLEN OAKS	84.5%	2,360	432	2,792
GOGEBIC	36.8%	625	1,072	1,697
KIRTLAND	59.6%	2,142	1,453	3,595
MID MICHIGAN	31.4%	2,326	5,078	7,404
MONTCALM	66.9%	3,252	1,606	4,858
NORTH CENTRAL	46.6%	2,195	2,518	4,713
SOUTHWESTERN	44.5%	1,803	2,252	4,055
WEST SHORE	86.5%	2,125	331	2,456
<i>GROUP 2</i>				
JACKSON	51.2%	5,993	5,708	11,701
KELLOGG	52.1%	7,630	7,019	14,649
LAKE MICHIGAN	81.8%	6,308	1,406	7,714
MONROE	84.5%	7,911	1,455	9,366
MUSKEGON	72.2%	5,740	2,211	7,951
NORTHWESTERN	63.0%	8,403	4,936	13,339
ST. CLAIR	79.9%	6,955	1,752	8,707
<i>GROUP 3</i>				
DELTA	83.5%	14,300	2,825	17,125
GRAND RAPIDS	77.2%	19,014	5,600	24,614
HENRY FORD	25.7%	6,985	20,199	27,184
KALAMAZOO VALLEY	77.2%	14,026	4,150	18,176
MOTT	77.8%	16,702	4,761	21,463
SCHOOLCRAFT	48.5%	16,920	17,984	34,904
WASHTENAW	65.3%	16,077	8,555	24,632
WAYNE COUNTY	89.3%	64,898	7,769	72,667
<i>GROUP 4</i>				
LANSING	61.6%	20,588	12,854	33,442
MACOMB	74.6%	33,216	11,339	44,555
OAKLAND	80.0%	39,557	9,911	49,468
STATE AGGREGATE	69.0%	332,131	149,229	481,360

TABLE 23
OPERATING FUND REVENUE
2009-10

	TUITION & FEES		PROPERTY TAX		STATE AID		ALL OTHER		TOTAL
GROUP 1									
ALPENA	\$6,277,708	43%	\$2,743,452	19%	\$5,131,091	35%	\$384,645	3%	\$14,536,896
BAY DE NOC	\$8,192,241	50%	\$2,227,050	14%	\$5,178,400	31%	\$890,481	5%	\$16,488,172
GLEN OAKS	\$4,316,958	36%	\$5,248,542	43%	\$2,416,101	20%	\$85,445	1%	\$12,067,046
GOGEBIC	\$3,678,561	38%	\$1,342,431	14%	\$4,275,200	44%	\$356,197	4%	\$9,652,389
KIRTLAND	\$6,494,680	38%	\$6,649,661	38%	\$2,842,800	16%	\$1,327,489	8%	\$17,314,630
MID MICHIGAN	\$17,447,820	71%	\$2,393,167	10%	\$4,289,200	18%	\$328,105	1%	\$24,458,292
MONTCALM	\$5,484,833	37%	\$5,810,374	39%	\$2,981,600	20%	\$659,932	4%	\$14,936,739
NORTH CENTRAL	\$6,492,503	41%	\$6,078,645	38%	\$2,893,600	18%	\$504,446	3%	\$15,969,194
SOUTHWESTERN	\$9,847,968	46%	\$4,847,142	22%	\$6,276,900	29%	\$592,995	3%	\$21,565,005
WEST SHORE	\$3,109,533	27%	\$5,694,178	50%	\$2,198,500	19%	\$389,134	3%	\$11,391,345
GROUP 2									
JACKSON	\$27,913,565	59%	\$5,219,325	11%	\$11,542,300	24%	\$2,790,811	6%	\$47,466,001
KELLOGG	\$14,176,007	40%	\$10,799,997	30%	\$9,311,800	26%	\$1,173,765	3%	\$35,461,569
LAKE MICHIGAN	\$10,491,005	32%	\$15,068,324	46%	\$5,012,100	15%	\$1,948,437	6%	\$32,519,866
MONROE	\$8,998,029	34%	\$13,234,336	50%	\$4,143,869	16%	\$228,999	1%	\$26,605,233
MUSKEGON	\$13,498,923	41%	\$10,188,322	31%	\$8,518,600	26%	\$362,829	1%	\$32,568,674
NORTHWESTERN	\$19,199,480	49%	\$9,530,218	24%	\$8,681,997	22%	\$1,597,326	4%	\$39,009,021
ST. CLAIR	\$14,818,275	43%	\$11,456,975	34%	\$6,729,800	20%	\$1,129,584	3%	\$34,134,634
GROUP 3									
DELTA	\$31,794,081	44%	\$23,785,690	33%	\$13,751,600	19%	\$2,548,363	4%	\$71,879,734
GRAND RAPIDS	\$52,179,526	50%	\$31,213,566	30%	\$17,219,800	16%	\$4,366,080	4%	\$104,978,972
HENRY FORD	\$56,040,314	61%	\$13,006,665	14%	\$20,898,900	23%	\$2,351,821	3%	\$92,297,700
KALAMAZOO VALLEY	\$20,057,835	37%	\$19,907,824	37%	\$11,888,600	22%	\$1,729,239	3%	\$53,583,498
MOTT	\$36,257,663	42%	\$31,335,431	37%	\$15,145,939	18%	\$3,055,479	4%	\$85,794,512
SCHOOLCRAFT	\$35,348,937	46%	\$26,422,271	35%	\$11,767,000	15%	\$2,577,420	3%	\$76,115,628
WASHTENAW	\$31,825,112	32%	\$49,905,186	50%	\$12,149,000	12%	\$6,297,279	6%	\$100,176,577
WAYNE COUNTY	\$40,464,885	31%	\$71,221,802	54%	\$16,574,349	13%	\$2,735,741	2%	\$130,996,777
GROUP 4									
LANSING	\$51,276,437	40%	\$41,681,996	33%	\$29,762,500	23%	\$4,142,861	3%	\$126,863,794
MACOMB	\$49,368,705	38%	\$44,369,200	34%	\$31,773,900	24%	\$5,522,689	4%	\$131,034,494
OAKLAND	\$48,463,303	28%	\$94,265,848	55%	\$20,133,700	12%	\$8,638,456	5%	\$171,501,307
STATE AGGREGATE	\$633,514,887	40.8%	\$565,647,618	36.5%	\$293,489,146	18.9%	\$58,716,048	3.8%	\$1,551,367,699

Source: 2009-10 Audited Financial Statements

TABLE 24
OPERATING FUND REVENUE PER FYES
2009-10

	TOTAL REVENUE PER FYES	TUITION & FEES PER FYES	PROPERTY TAXES PER FYES	STATE AID PER FYES	OTHER REVENUE PER FYES
<i>GROUP 1</i>					
ALPENA	\$9,743	\$4,207	\$1,839	\$3,439	\$258
BAY DE NOC	\$8,298	\$4,123	\$1,121	\$2,606	\$448
GLEN OAKS	\$9,920	\$3,549	\$4,315	\$1,986	\$70
GOGEBIC	\$10,597	\$4,038	\$1,474	\$4,693	\$391
KIRTLAND	\$11,977	\$4,492	\$4,600	\$1,966	\$918
MID MICHIGAN	\$7,021	\$5,008	\$687	\$1,231	\$94
MONTCALM	\$10,196	\$3,744	\$3,966	\$2,035	\$450
NORTH CENTRAL	\$8,725	\$3,547	\$3,321	\$1,581	\$276
SOUTHWESTERN	\$10,568	\$4,826	\$2,375	\$3,076	\$291
WEST SHORE	\$11,081	\$3,025	\$5,539	\$2,139	\$379
<i>GROUP 2</i>					
JACKSON	\$8,217	\$4,832	\$903	\$1,998	\$483
KELLOGG	\$8,525	\$3,408	\$2,596	\$2,239	\$282
LAKE MICHIGAN	\$10,806	\$3,486	\$5,007	\$1,666	\$647
MONROE	\$8,929	\$3,020	\$4,441	\$1,391	\$77
MUSKEGON	\$9,092	\$3,768	\$2,844	\$2,378	\$101
NORTHWESTERN	\$11,149	\$5,487	\$2,724	\$2,481	\$457
ST. CLAIR	\$8,826	\$3,831	\$2,962	\$1,740	\$292
<i>GROUP 3</i>					
DELTA	\$8,884	\$3,930	\$2,940	\$1,700	\$315
GRAND RAPIDS	\$8,643	\$4,296	\$2,570	\$1,418	\$359
HENRY FORD	\$7,178	\$4,358	\$1,011	\$1,625	\$183
KALAMAZOO VALLEY	\$6,850	\$2,564	\$2,545	\$1,520	\$221
MOTT	\$9,866	\$4,170	\$3,603	\$1,742	\$351
SCHOOLCRAFT	\$7,933	\$3,684	\$2,754	\$1,226	\$269
WASHTENAW	\$10,034	\$3,188	\$4,998	\$1,217	\$631
WAYNE COUNTY	\$9,807	\$3,029	\$5,332	\$1,241	\$205
<i>GROUP 4</i>					
LANSING	\$8,854	\$3,579	\$2,909	\$2,077	\$289
MACOMB	\$7,833	\$2,951	\$2,652	\$1,899	\$330
OAKLAND	\$8,620	\$2,436	\$4,738	\$1,012	\$434
STATE AGGREGATE	\$8,751	\$3,574	\$3,191	\$1,656	\$331
STATE AVERAGE	\$9,220	\$3,806	\$3,099	\$1,976	\$339

TABLE 25
 OPERATING FUND REVENUE PER CONTACT HOUR EQUATED STUDENTS (CHES)
 2009-10

	TOTAL REVENUE PER CHES	TUITION & FEES PER CHES	PROPERTY TAXES PER CHES	STATE AID PER CHES	OTHER REVENUE PER CHES
<i>GROUP 1</i>					
ALPENA	\$8,314	\$3,590	\$1,569	\$2,935	\$220
BAY DE NOC	\$7,270	\$3,612	\$982	\$2,283	\$393
GLEN OAKS	\$8,394	\$3,003	\$3,651	\$1,681	\$59
GOGEBIC	\$8,778	\$3,345	\$1,221	\$3,888	\$324
KIRTLAND	\$9,690	\$3,635	\$3,722	\$1,591	\$743
MID MICHIGAN	\$5,717	\$4,078	\$559	\$1,003	\$77
MONTCALM	\$8,809	\$3,235	\$3,427	\$1,758	\$389
NORTH CENTRAL	\$7,061	\$2,871	\$2,688	\$1,279	\$223
SOUTHWESTERN	\$8,512	\$3,887	\$1,913	\$2,477	\$234
WEST SHORE	\$9,521	\$2,599	\$4,759	\$1,837	\$325
<i>GROUP 2</i>					
JACKSON	\$7,006	\$4,120	\$770	\$1,704	\$412
KELLOGG	\$6,993	\$2,795	\$2,130	\$1,836	\$231
LAKE MICHIGAN	\$8,370	\$2,700	\$3,878	\$1,290	\$502
MONROE	\$7,392	\$2,500	\$3,677	\$1,151	\$64
MUSKEGON	\$7,414	\$3,073	\$2,319	\$1,939	\$83
NORTHWESTERN	\$8,848	\$4,355	\$2,162	\$1,969	\$362
ST. CLAIR	\$7,750	\$3,364	\$2,601	\$1,528	\$256
<i>GROUP 3</i>					
DELTA	\$7,475	\$3,307	\$2,474	\$1,430	\$265
GRAND RAPIDS	\$7,427	\$3,692	\$2,208	\$1,218	\$309
HENRY FORD	\$6,630	\$4,026	\$934	\$1,501	\$169
KALAMAZOO VALLEY	\$5,654	\$2,117	\$2,101	\$1,255	\$182
MOTT	\$7,819	\$3,305	\$2,856	\$1,380	\$278
SCHOOLCRAFT	\$6,883	\$3,197	\$2,389	\$1,064	\$233
WASHTENAW	\$8,112	\$2,577	\$4,041	\$984	\$510
WAYNE COUNTY	\$8,216	\$2,538	\$4,467	\$1,039	\$172
<i>GROUP 4</i>					
LANSING	\$7,662	\$3,097	\$2,517	\$1,798	\$250
MACOMB	\$6,241	\$2,351	\$2,113	\$1,513	\$263
OAKLAND	\$7,392	\$2,089	\$4,063	\$868	\$372
<i>STATE AGGREGATE</i>	<i>\$7,350</i>	<i>\$3,001</i>	<i>\$2,680</i>	<i>\$1,390</i>	<i>\$278</i>
<i>STATE AVERAGE</i>	<i>\$7,691</i>	<i>\$3,181</i>	<i>\$2,578</i>	<i>\$1,650</i>	<i>\$282</i>

TABLE 26
TAXABLE VALUE AND MILLAGE RATES
2009-10

	TAXABLE VALUE PER FYES	TAXABLE VALUE ('000)	FYES	MILLAGE RATES				
				BUILDING & SITE	DEBT RETIREMENT	VOTED OPERATING	LEVIED OPERATING	TOTAL LEVIED
<i>GROUP 1</i>								
ALPENA	\$734	\$1,095,700	1,492	0.0000	0.0000	2.5000	2.5000	2.5000
BAY DE NOC	\$564	\$1,121,514	1,987	1.0000	0.2033	2.5000	2.3076	3.5109
GLEN OAKS	\$1,540	\$1,873,226	1,216	0.0000	0.0000	3.0000	2.7249	2.7249
GOGEBIC	\$530	\$482,418	911	1.3978	0.0000	1.5000	1.3153	2.7131
KIRTLAND	\$2,183	\$3,155,852	1,446	0.0000	0.1100	2.5000	2.1093	2.2193
MID MICHIGAN	\$557	\$1,941,146	3,484	0.0000	0.0000	1.5000	1.2233	1.2233
MONTCALM	\$1,537	\$2,251,490	1,465	0.0000	0.0000	3.0000	2.7294	2.7294
NORTH CENTRAL	\$1,581	\$2,894,005	1,830	0.0000	0.2679	2.7500	2.1091	2.3770
SOUTHWESTERN	\$979	\$1,996,946	2,041	0.0000	0.0000	3.0000	2.4280	2.4280
WEST SHORE	\$2,637	\$2,711,269	1,028	0.9732	0.0000	2.2116	2.1175	3.0907
<i>GROUP 2</i>								
JACKSON	\$767	\$4,432,865	5,777	0.0000	0.0000	1.3300	1.1446	1.1446
KELLOGG	\$916	\$3,809,041	4,160	0.8500	0.0000	2.9500	2.8636	3.7106
LAKE MICHIGAN	\$2,646	\$7,961,666	3,009	0.0000	0.0000	1.9004	1.7854	1.7854
MONROE	\$2,066	\$6,155,641	2,980	0.0000	0.0000	2.2500	2.1794	2.1794
MUSKEGON	\$1,316	\$4,714,943	3,582	0.0000	0.0000	2.4000	2.2037	2.2037
NORTHWESTERN	\$1,276	\$4,465,548	3,499	0.0000	0.7000	2.5742	2.1700	2.8700
ST. CLAIR	\$1,600	\$6,188,767	3,868	0.0000	0.0000	1.9951	1.8891	1.8891
<i>GROUP 3</i>								
DELTA	\$1,443	\$11,671,336	8,091	0.0000	0.0000	2.0864	2.0427	2.0427
GRAND RAPIDS	\$1,852	\$22,496,779	12,146	0.0000	0.0000	1.9000	1.7865	1.7865
HENRY FORD	\$336	\$4,315,577	12,859	0.0000	0.5400	3.0000	3.0000	3.5400
KALAMAZOO VALLEY	\$1,077	\$8,427,557	7,823	0.0000	0.0000	2.5000	2.4089	2.4089
MOTT	\$1,375	\$11,956,142	8,696	0.0000	0.6900	2.0500	1.9896	2.6796
SCHOOLCRAFT	\$1,559	\$14,957,873	9,595	0.0000	0.0000	2.2700	1.7967	1.7967
WASHTENAW	\$1,502	\$14,992,190	9,984	0.0000	0.2800	3.8000	3.4056	3.6856
WAYNE COUNTY	\$2,413	\$32,228,659	13,358	0.0000	0.0000	2.5000	2.4769	2.4769
<i>GROUP 4</i>								
LANSING	\$795	\$11,395,712	14,328	0.0000	0.0000	4.0000	3.8072	3.8072
MACOMB	\$1,857	\$31,059,989	16,730	0.0000	0.0000	1.4640	1.4212	1.4212
OAKLAND	\$3,230	\$64,265,442	19,895	0.0000	0.0000	0.0000	1.5844	1.5844
STATE AGGREGATE	\$1,608	\$285,019,294	177,278	0.1508	0.0997	2.3368	2.1971	2.4475

TABLE 27
OPERATING FUND EXPENDITURES
2009-10

	INSTRUCTION	* INFORMATION TECHNOLOGY	PUBLIC SERVICE	INSTRUCTIONAL SUPPORT	STUDENT SERVICES	ADMINISTRATION	PHYSICAL PLANT	TOTAL
GROUP 1								
ALPENA	\$7,549,326	\$0	\$140,804	\$1,247,358	\$1,410,477	\$2,328,215	\$1,584,157	\$14,260,337
BAY DE NOC	\$7,672,696	\$0	\$108,363	\$1,757,426	\$1,516,774	\$2,660,765	\$1,579,740	\$15,295,764
GLEN OAKS	\$4,149,496	\$0	\$210,008	\$1,436,574	\$1,662,934	\$1,709,870	\$1,084,173	\$10,253,055
GOGEBIC	\$4,232,146	\$0	\$0	\$783,088	\$1,296,267	\$1,387,777	\$671,412	\$8,370,690
KIRTLAND	\$6,742,311	\$0	\$259,398	\$2,291,804	\$2,111,105	\$2,361,419	\$2,485,393	\$16,251,430
MID MICHIGAN	\$8,822,446	\$0	\$750,889	\$1,870,127	\$2,405,472	\$3,034,575	\$2,082,466	\$18,965,975
MONTCALM	\$6,459,695	\$0	\$393,149	\$2,005,922	\$1,481,277	\$1,876,332	\$1,649,496	\$13,865,871
NORTH CENTRAL	\$6,470,896	\$0	\$0	\$1,528,476	\$2,453,237	\$1,788,876	\$1,666,590	\$13,908,075
SOUTHWESTERN	\$7,214,151	\$0	\$25,000	\$2,298,552	\$3,356,851	\$3,056,703	\$2,518,946	\$18,470,203
WEST SHORE	\$4,595,516	\$0	\$301,990	\$1,531,616	\$965,940	\$2,106,484	\$1,728,179	\$11,229,725
GROUP 2								
JACKSON	\$19,301,271	\$0	\$782,531	\$3,013,716	\$5,410,164	\$5,058,045	\$4,762,601	\$38,328,328
KELLOGG	\$16,466,806	\$0	\$0	\$5,512,955	\$2,796,073	\$3,901,230	\$3,217,288	\$31,894,352
LAKE MICHIGAN	\$11,184,351	\$0	\$4,762	\$3,004,045	\$3,410,591	\$3,828,327	\$3,757,772	\$25,189,848
MONROE	\$11,927,963	\$0	\$218,358	\$3,618,001	\$2,971,152	\$3,167,881	\$3,167,881	\$25,007,474
MUSKEGON	\$16,022,050	\$0	\$554,890	\$3,366,190	\$4,523,112	\$3,774,675	\$2,040,610	\$30,281,527
NORTHWESTERN	\$15,310,345	\$0	\$304,259	\$5,740,052	\$3,536,503	\$4,745,880	\$4,842,674	\$34,479,713
ST. CLAIR	\$12,059,015	\$0	\$124,679	\$4,153,835	\$2,898,672	\$4,620,151	\$3,363,924	\$27,220,276
GROUP 3								
DELTA	\$32,949,142	\$0	\$1,016,773	\$8,745,983	\$8,289,977	\$7,547,696	\$6,023,822	\$64,573,393
GRAND RAPIDS	\$55,321,196	\$0	\$1,361,293	\$12,778,242	\$9,168,637	\$13,751,119	\$11,059,625	\$103,440,112
HENRY FORD	\$45,747,135	\$0	\$0	\$9,408,756	\$8,195,960	\$11,683,179	\$8,698,760	\$83,733,790
KALAMAZOO VALLEY	\$25,945,575	\$0	\$1,421,692	\$4,944,510	\$6,128,140	\$9,588,653	\$5,623,237	\$53,651,807
MOTT	\$30,646,102	\$0	\$571,571	\$9,321,628	\$11,690,672	\$9,285,190	\$10,166,695	\$71,681,858
SCHOOLCRAFT	\$26,597,262	\$0	\$1,869,443	\$9,923,856	\$8,126,782	\$9,463,444	\$9,118,130	\$65,098,917
WASHTENAW	\$42,429,493	\$0	\$41,506	\$10,820,997	\$12,202,585	\$11,022,575	\$11,034,239	\$87,551,395
WAYNE COUNTY	\$32,930,170	\$0	\$912,697	\$12,614,125	\$21,495,993	\$13,946,111	\$13,113,705	\$95,012,801
GROUP 4								
LANSING	\$44,709,244	\$0	\$2,287,633	\$18,727,602	\$16,262,816	\$10,330,671	\$15,094,284	\$107,412,250
MACOMB	\$48,880,774	\$0	\$1,491,835	\$17,423,161	\$12,036,398	\$13,039,443	\$14,029,414	\$106,901,025
OAKLAND	\$65,876,598	\$0	\$215,873	\$23,821,008	\$15,959,664	\$16,018,536	\$17,543,050	\$139,434,729
STATE AGGREGATE	\$618,213,171	\$0	\$15,369,396	\$183,689,605	\$173,764,225	\$177,020,060	\$163,708,263	\$1,331,764,720

Capital expenditures excluded.

**The Michigan Department of Labor, Energy and Economic Growth, Community College Services, has eliminated the Information Technology Activity 2.0 from the 2009-10 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)
2009-10

	INSTRUCTION	*INFORMATION TECHNOLOGY	PUBLIC SERVICE	INSTRUCTIONAL SUPPORT	STUDENT SERVICES	ADMINISTRATION	PHYSICAL PLANT
GROUP 1							
ALPENA	52.9%	0.0%	1.0%	8.7%	9.9%	16.3%	11.1%
BAY DE NOC	50.2%	0.0%	0.7%	11.5%	9.9%	17.4%	10.3%
GLEN OAKS	40.5%	0.0%	2.0%	14.0%	16.2%	16.7%	10.6%
GOGEBIC	50.6%	0.0%	0.0%	9.4%	15.5%	16.6%	8.0%
KIRTLAND	41.5%	0.0%	1.6%	14.1%	13.0%	14.5%	15.3%
MID MICHIGAN	46.5%	0.0%	4.0%	9.9%	12.7%	16.0%	11.0%
MONTCALM	46.6%	0.0%	2.8%	14.5%	10.7%	13.5%	11.9%
NORTH CENTRAL	46.5%	0.0%	0.0%	11.0%	17.6%	12.9%	12.0%
SOUTHWESTERN	39.1%	0.0%	0.1%	12.4%	18.2%	16.5%	13.6%
WEST SHORE	40.9%	0.0%	2.7%	13.6%	8.6%	18.8%	15.4%
GROUP 2							
JACKSON	50.4%	0.0%	2.0%	7.9%	14.1%	13.2%	12.4%
KELLOGG	51.6%	0.0%	0.0%	17.3%	8.8%	12.2%	10.1%
LAKE MICHIGAN	44.4%	0.0%	0.0%	11.9%	13.5%	15.2%	14.9%
MONROE	47.7%	0.0%	0.9%	14.5%	11.9%	12.4%	12.7%
MUSKEGON	52.9%	0.0%	1.8%	11.1%	14.9%	12.5%	6.7%
NORTHWESTERN	44.4%	0.0%	0.9%	16.6%	10.3%	13.8%	14.0%
ST. CLAIR	44.3%	0.0%	0.5%	15.3%	10.6%	17.0%	12.4%
GROUP 3							
DELTA	51.0%	0.0%	1.6%	13.5%	12.8%	11.7%	9.3%
GRAND RAPIDS	53.5%	0.0%	1.3%	12.4%	8.9%	13.3%	10.7%
HENRY FORD	54.6%	0.0%	0.0%	11.2%	9.8%	14.0%	10.4%
KALAMAZOO VALLEY	48.4%	0.0%	2.6%	9.2%	11.4%	17.9%	10.5%
MOTT	42.8%	0.0%	0.8%	13.0%	16.3%	13.0%	14.2%
SCHOOLCRAFT	40.9%	0.0%	2.9%	15.2%	12.5%	14.5%	14.0%
WASHTENAW	48.5%	0.0%	0.0%	12.4%	13.9%	12.6%	12.6%
WAYNE COUNTY	34.7%	0.0%	1.0%	13.3%	22.6%	14.7%	13.8%
GROUP 4							
LANSING	41.6%	0.0%	2.1%	17.4%	15.1%	9.6%	14.1%
MACOMB	45.7%	0.0%	1.4%	16.3%	11.3%	12.2%	13.1%
OAKLAND	47.2%	0.0%	0.2%	17.1%	11.4%	11.5%	12.6%
STATE AGGREGATE	46.4%	0.0%	1.2%	13.8%	13.0%	13.3%	12.3%

Capital expenditures excluded.

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TABLE 29
EXPENDITURES PER FYES AND CHES
2009-10

	EXPENDITURES PER FYES	EXPENDITURES PER CHES	OPERATING FUND EXPENDITURES	FYES	CHES
<i>GROUP 1</i>					
ALPENA	\$9,557	\$8,156	\$14,260,337	1,492	1,749
BAY DE NOC	\$7,698	\$6,744	\$15,295,764	1,987	2,268
GLEN OAKS	\$8,429	\$7,132	\$10,253,055	1,216	1,438
GOGEBIC	\$9,189	\$7,612	\$8,370,690	911	1,100
KIRTLAND	\$11,241	\$9,095	\$16,251,430	1,446	1,787
MID MICHIGAN	\$5,444	\$4,433	\$18,965,975	3,484	4,278
MONTCALM	\$9,465	\$8,177	\$13,865,871	1,465	1,696
NORTH CENTRAL	\$7,599	\$6,149	\$13,908,075	1,830	2,262
SOUTHWESTERN	\$9,052	\$7,290	\$18,470,203	2,041	2,534
WEST SHORE	\$10,924	\$9,385	\$11,229,725	1,028	1,197
<i>GROUP 2</i>					
JACKSON	\$6,635	\$5,657	\$38,328,328	5,777	6,775
KELLOGG	\$7,668	\$6,289	\$31,894,352	4,160	5,071
LAKE MICHIGAN	\$8,371	\$6,484	\$25,189,848	3,009	3,885
MONROE	\$8,393	\$6,948	\$25,007,474	2,980	3,599
MUSKEGON	\$8,454	\$6,893	\$30,281,527	3,582	4,393
NORTHWESTERN	\$9,854	\$7,820	\$34,479,713	3,499	4,409
ST. CLAIR	\$7,038	\$6,180	\$27,220,276	3,868	4,405
<i>GROUP 3</i>					
DELTA	\$7,981	\$6,716	\$64,573,393	8,091	9,615
GRAND RAPIDS	\$8,517	\$7,318	\$103,440,112	12,146	14,134
HENRY FORD	\$6,512	\$6,015	\$83,733,790	12,859	13,921
KALAMAZOO VALLEY	\$6,858	\$5,662	\$53,651,807	7,823	9,477
MOTT	\$8,243	\$6,533	\$71,681,858	8,696	10,972
SCHOOLCRAFT	\$6,785	\$5,887	\$65,098,917	9,595	11,058
WASHTENAW	\$8,769	\$7,090	\$87,551,395	9,984	12,349
WAYNE COUNTY	\$7,113	\$5,959	\$95,012,801	13,358	15,945
<i>GROUP 4</i>					
LANSING	\$7,496	\$6,487	\$107,412,250	14,328	16,558
MACOMB	\$6,390	\$5,091	\$106,901,025	16,730	20,996
OAKLAND	\$7,008	\$6,010	\$139,434,729	19,895	23,202
STATE AGGREGATE	\$7,512	\$6,310	\$1,331,764,720	177,278	211,070
STATE AVERAGE	\$8,096	\$6,758			

Capital expenditures excluded.

TABLE 30
INSTRUCTIONAL COST
2009-10

	COST PER FYES	COST PER CHES	INSTRUCTION EXPENDITURES	FYES	CHES
<i>GROUP 1</i>					
ALPENA	\$5,060	\$4,318	\$7,549,326	1,492	1,749
BAY DE NOC	\$3,861	\$3,383	\$7,672,696	1,987	2,268
GLEN OAKS	\$3,411	\$2,886	\$4,149,496	1,216	1,438
GOGEBIC	\$4,646	\$3,849	\$4,232,146	911	1,100
KIRTLAND	\$4,664	\$3,773	\$6,742,311	1,446	1,787
MID MICHIGAN	\$2,532	\$2,062	\$8,822,446	3,484	4,278
MONTCALM	\$4,410	\$3,809	\$6,459,695	1,465	1,696
NORTH CENTRAL	\$3,535	\$2,861	\$6,470,896	1,830	2,262
SOUTHWESTERN	\$3,535	\$2,847	\$7,214,151	2,041	2,534
WEST SHORE	\$4,470	\$3,841	\$4,595,516	1,028	1,197
<i>GROUP 2</i>					
JACKSON	\$3,341	\$2,849	\$19,301,271	5,777	6,775
KELLOGG	\$3,959	\$3,247	\$16,466,806	4,160	5,071
LAKE MICHIGAN	\$3,717	\$2,879	\$11,184,351	3,009	3,885
MONROE	\$4,003	\$3,314	\$11,927,963	2,980	3,599
MUSKEGON	\$4,473	\$3,647	\$16,022,050	3,582	4,393
NORTHWESTERN	\$4,376	\$3,473	\$15,310,345	3,499	4,409
ST. CLAIR	\$3,118	\$2,738	\$12,059,015	3,868	4,405
<i>GROUP 3</i>					
DELTA	\$4,073	\$3,427	\$32,949,142	8,091	9,615
GRAND RAPIDS	\$4,555	\$3,914	\$55,321,196	12,146	14,134
HENRY FORD	\$3,558	\$3,286	\$45,747,135	12,859	13,921
KALAMAZOO VALLEY	\$3,317	\$2,738	\$25,945,575	7,823	9,477
MOTT	\$3,524	\$2,793	\$30,646,102	8,696	10,972
SCHOOLCRAFT	\$2,772	\$2,405	\$26,597,262	9,595	11,058
WASHTENAW	\$4,250	\$3,436	\$42,429,493	9,984	12,349
WAYNE COUNTY	\$2,465	\$2,065	\$32,930,170	13,358	15,945
<i>GROUP 4</i>					
LANSING	\$3,120	\$2,700	\$44,709,244	14,328	16,558
MACOMB	\$2,922	\$2,328	\$48,880,774	16,730	20,996
OAKLAND	\$3,311	\$2,839	\$65,876,598	19,895	23,202
STATE AGGREGATE	\$3,487	\$2,929	\$618,213,171	177,278	211,070
STATE AVERAGE	\$3,749	\$3,132			

Capital expenditures excluded.

TABLE 31
COST PER STUDENT CONTACT HOUR AND STUDENT CREDIT HOUR
2009-10

ACS CODE & SUB-ACTIVITY	COST PER CONTACT HOUR	COST PER CREDIT HOUR	EXPENDITURES	CONTACT HOURS	CREDIT HOURS
1.1 GENERAL EDUCATION	\$5.40	\$98.04	\$294,599,290	54,520,963	3,004,765
1.2 BUSINESS & HUMAN SERVICES	\$5.69	\$103.54	\$119,369,194	20,988,802	1,152,843
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	\$9.93	\$236.12	\$66,618,256	6,707,299	282,137
1.4 HEALTH OCCUPATIONS	\$8.12	\$204.29	\$95,002,554	11,698,740	465,034
1.5 DEVELOPMENTAL EDUCATION & BASIC SKILLS	\$3.82	\$65.74	\$35,931,596	9,396,314	546,611
1.6 HUMAN DEVELOPMENT	\$5.33	\$123.64	\$3,153,694	591,757	25,508
1.7 PERSONAL INTEREST	\$4.50	\$189.29	\$3,538,587	786,314	18,694
1.0 INSTRUCTION TOTAL	\$5.91	\$112.49	\$618,213,171	104,690,189	5,495,592

Capital expenditures excluded.

TABLE 32
COST PER STUDENT CONTACT HOUR BY COLLEGE
2009-10

	ALL INSTRUCTION	GENERAL EDUCATION	BUSINESS & HUMAN SERVICES	TECHNICAL & INDUSTRIAL OCCUPATIONS	HEALTH OCCUPATIONS	DEVELOP. EDUC & BASIC SKILLS	HUMAN DEVELOP.	PERSONAL INTEREST
GROUP 1								
ALPENA	\$9.34	\$8.44	\$10.20	\$10.77	\$12.26	\$7.39	\$0.00	\$0.00
BAY DE NOC	\$8.44	\$7.40	\$8.57	\$11.88	\$9.07	\$11.71	\$0.00	\$0.00
GLEN OAKS	\$7.59	\$5.87	\$10.25	\$3.76	\$9.92	\$8.73	\$27.68	\$0.38
GOGEBIC	\$9.74	\$8.01	\$12.62	\$14.97	\$9.61	\$1.62	\$3.45	\$1.45
KIRTLAND	\$9.69	\$8.56	\$10.88	\$14.30	\$9.78	\$6.65	\$140.16	\$38.24
MID MICHIGAN	\$5.43	\$4.87	\$4.79	\$8.16	\$7.25	\$3.93	\$0.82	\$0.00
MONTCALM	\$6.14	\$4.57	\$4.36	\$5.94	\$14.07	\$8.10	\$1.19	\$0.00
NORTH CENTRAL	\$6.91	\$7.67	\$5.36	\$7.52	\$6.28	\$5.66	\$15.33	\$0.00
SOUTHWESTERN	\$7.46	\$6.86	\$4.81	\$12.98	\$8.04	\$7.03	\$1.23	\$45.64
WEST SHORE	\$8.69	\$8.35	\$8.54	\$13.82	\$11.79	\$11.03	\$0.00	\$1.57
GROUP 2								
JACKSON	\$7.47	\$6.49	\$8.97	\$7.84	\$8.22	\$9.18	\$2.70	\$0.00
KELLOGG	\$7.70	\$8.07	\$6.88	\$15.60	\$7.19	\$6.27	\$4.64	\$3.31
LAKE MICHIGAN	\$8.82	\$7.62	\$9.07	\$22.01	\$11.38	\$7.88	\$2.11	\$2.71
MONROE	\$7.29	\$6.00	\$7.48	\$10.59	\$13.08	\$5.90	\$3.13	\$4.61
MUSKEGON	\$8.85	\$7.44	\$8.90	\$10.09	\$13.62	\$13.51	\$14.08	\$7.03
NORTHWESTERN	\$8.09	\$5.96	\$8.64	\$25.12	\$11.04	\$5.20	\$4.99	\$3.90
ST. CLAIR	\$6.95	\$6.09	\$6.94	\$11.00	\$7.81	\$8.76	\$3.61	\$125.57
GROUP 3								
DELTA	\$7.70	\$7.17	\$6.25	\$10.38	\$11.22	\$8.18	\$6.46	\$6.69
GRAND RAPIDS	\$9.54	\$8.21	\$10.26	\$16.36	\$12.00	\$8.57	\$3.83	\$0.00
HENRY FORD	\$8.79	\$10.31	\$8.93	\$12.45	\$8.49	\$0.90	\$0.44	\$12.57
KALAMAZOO VALLEY	\$6.42	\$5.50	\$5.65	\$10.38	\$9.90	\$7.12	\$0.00	\$0.00
MOTT	\$6.63	\$6.09	\$4.73	\$9.21	\$13.05	\$7.03	\$5.15	\$10.93
SCHOOLCRAFT	\$5.61	\$5.06	\$6.31	\$9.29	\$8.10	\$4.77	\$9.31	\$2.94
WASHTENAW	\$8.70	\$6.36	\$10.75	\$19.01	\$10.71	\$4.91	\$9.67	\$3.65
WAYNE COUNTY	\$4.93	\$4.56	\$4.59	\$4.72	\$7.23	\$5.47	\$3.56	\$2.88
GROUP 4								
LANSING	\$6.50	\$5.66	\$5.24	\$9.43	\$8.62	\$7.33	\$9.15	\$22.63
MACOMB	\$5.46	\$4.85	\$4.20	\$13.09	\$9.71	\$1.12	\$12.25	\$7.15
OAKLAND	\$7.42	\$7.53	\$8.21	\$12.57	\$9.85	\$1.32	\$0.00	\$1.35
STATE AGGREGATE	\$7.14	\$6.49	\$6.77	\$12.19	\$9.51	\$5.33	\$6.19	\$4.43
STATE AVERAGE	\$7.58	\$6.77	\$7.59	\$11.90	\$9.97	\$6.62	\$11.29	\$7.94

Capital expenditures excluded.

**TABLE 33
INFORMATION TECHNOLOGY COST
2009-10**

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	*INFORMATION TECHNOLOGY EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
GROUP 1							
ALPENA	\$0	\$0	\$0	\$0	1,492	1,749	2,792
BAY DE NOC	\$0	\$0	\$0	\$0	1,987	2,268	5,341
GLEN OAKS	\$0	\$0	\$0	\$0	1,216	1,438	2,792
GOGEBIC	\$0	\$0	\$0	\$0	911	1,100	1,697
KIRTLAND	\$0	\$0	\$0	\$0	1,446	1,787	3,595
MID MICHIGAN	\$0	\$0	\$0	\$0	3,484	4,278	7,404
MONTCALM	\$0	\$0	\$0	\$0	1,465	1,696	4,858
NORTH CENTRAL	\$0	\$0	\$0	\$0	1,830	2,262	4,713
SOUTHWESTERN	\$0	\$0	\$0	\$0	2,041	2,534	4,055
WEST SHORE	\$0	\$0	\$0	\$0	1,028	1,197	2,456
GROUP 2							
JACKSON	\$0	\$0	\$0	\$0	5,777	6,775	11,701
KELLOGG	\$0	\$0	\$0	\$0	4,160	5,071	14,649
LAKE MICHIGAN	\$0	\$0	\$0	\$0	3,009	3,885	7,714
MONROE	\$0	\$0	\$0	\$0	2,980	3,599	9,366
MUSKEGON	\$0	\$0	\$0	\$0	3,582	4,393	7,951
NORTHWESTERN	\$0	\$0	\$0	\$0	3,499	4,409	13,339
ST. CLAIR	\$0	\$0	\$0	\$0	3,868	4,405	8,707
GROUP 3							
DELTA	\$0	\$0	\$0	\$0	8,091	9,615	17,125
GRAND RAPIDS	\$0	\$0	\$0	\$0	12,146	14,134	24,614
HENRY FORD	\$0	\$0	\$0	\$0	12,859	13,921	27,184
KALAMAZOO VALLEY	\$0	\$0	\$0	\$0	7,823	9,477	18,176
MOTT	\$0	\$0	\$0	\$0	8,696	10,972	21,463
SCHOOLCRAFT	\$0	\$0	\$0	\$0	9,595	11,058	34,904
WASHTENAW	\$0	\$0	\$0	\$0	9,984	12,349	24,632
WAYNE COUNTY	\$0	\$0	\$0	\$0	13,358	15,945	72,667
GROUP 4							
LANSING	\$0	\$0	\$0	\$0	14,328	16,558	33,442
MACOMB	\$0	\$0	\$0	\$0	16,730	20,996	44,555
OAKLAND	\$0	\$0	\$0	\$0	19,895	23,202	49,468
STATE AGGREGATE	\$0	\$0	\$0	\$0	177,278	211,070	481,360
STATE AVERAGE	\$0	\$0	\$0				

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TABLE 34
INSTRUCTIONAL SUPPORT COST
2009-10

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	INSTRUCTIONAL SUPPORT EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
<i>GROUP 1</i>							
ALPENA	\$836	\$713	\$447	\$1,247,358	1,492	1,749	2,792
BAY DE NOC	\$884	\$775	\$329	\$1,757,426	1,987	2,268	5,341
GLEN OAKS	\$1,181	\$999	\$515	\$1,436,574	1,216	1,438	2,792
GOGEBIC	\$860	\$712	\$461	\$783,088	911	1,100	1,697
KIRTLAND	\$1,585	\$1,283	\$637	\$2,291,804	1,446	1,787	3,595
MID MICHIGAN	\$537	\$437	\$253	\$1,870,127	3,484	4,278	7,404
MONTCALM	\$1,369	\$1,183	\$413	\$2,005,922	1,465	1,696	4,858
NORTH CENTRAL	\$835	\$676	\$324	\$1,528,476	1,830	2,262	4,713
SOUTHWESTERN	\$1,126	\$907	\$567	\$2,298,552	2,041	2,534	4,055
WEST SHORE	\$1,490	\$1,280	\$624	\$1,531,616	1,028	1,197	2,456
<i>GROUP 2</i>							
JACKSON	\$522	\$445	\$258	\$3,013,716	5,777	6,775	11,701
KELLOGG	\$1,325	\$1,087	\$376	\$5,512,955	4,160	5,071	14,649
LAKE MICHIGAN	\$998	\$773	\$389	\$3,004,045	3,009	3,885	7,714
MONROE	\$1,214	\$1,005	\$386	\$3,618,001	2,980	3,599	9,366
MUSKEGON	\$940	\$766	\$423	\$3,366,190	3,582	4,393	7,951
NORTHWESTERN	\$1,641	\$1,302	\$430	\$5,740,052	3,499	4,409	13,339
ST. CLAIR	\$1,074	\$943	\$477	\$4,153,835	3,868	4,405	8,707
<i>GROUP 3</i>							
DELTA	\$1,081	\$910	\$511	\$8,745,983	8,091	9,615	17,125
GRAND RAPIDS	\$1,052	\$904	\$519	\$12,778,242	12,146	14,134	24,614
HENRY FORD	\$732	\$676	\$346	\$9,408,756	12,859	13,921	27,184
KALAMAZOO VALLEY	\$632	\$522	\$272	\$4,944,510	7,823	9,477	18,176
MOTT	\$1,072	\$850	\$434	\$9,321,628	8,696	10,972	21,463
SCHOOLCRAFT	\$1,034	\$897	\$284	\$9,923,856	9,595	11,058	34,904
WASHTENAW	\$1,084	\$876	\$439	\$10,820,997	9,984	12,349	24,632
WAYNE COUNTY	\$944	\$791	\$174	\$12,614,125	13,358	15,945	72,667
<i>GROUP 4</i>							
LANSING	\$1,307	\$1,131	\$560	\$18,727,602	14,328	16,558	33,442
MACOMB	\$1,041	\$830	\$391	\$17,423,161	16,730	20,996	44,555
OAKLAND	\$1,197	\$1,027	\$482	\$23,821,008	19,895	23,202	49,468
<i>STATE AGGREGATE</i>	<i>\$1,036</i>	<i>\$870</i>	<i>\$382</i>	<i>\$183,689,605</i>	<i>177,278</i>	<i>211,070</i>	<i>481,360</i>
<i>STATE AVERAGE</i>	<i>\$1,057</i>	<i>\$882</i>	<i>\$419</i>				

Capital expenditures excluded.

TABLE 35
STUDENT SERVICES COST
2009-10

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	STUDENT SERVICES EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
<i>GROUP 1</i>							
ALPENA	\$945	\$807	\$505	\$1,410,477	1,492	1,749	2,792
BAY DE NOC	\$763	\$669	\$284	\$1,516,774	1,987	2,268	5,341
GLEN OAKS	\$1,367	\$1,157	\$596	\$1,662,934	1,216	1,438	2,792
GOGEBIC	\$1,423	\$1,179	\$764	\$1,296,267	911	1,100	1,697
KIRTLAND	\$1,460	\$1,182	\$587	\$2,111,105	1,446	1,787	3,595
MID MICHIGAN	\$690	\$562	\$325	\$2,405,472	3,484	4,278	7,404
MONTCALM	\$1,011	\$874	\$305	\$1,481,277	1,465	1,696	4,858
NORTH CENTRAL	\$1,340	\$1,085	\$521	\$2,453,237	1,830	2,262	4,713
SOUTHWESTERN	\$1,645	\$1,325	\$828	\$3,356,851	2,041	2,534	4,055
WEST SHORE	\$940	\$807	\$393	\$965,940	1,028	1,197	2,456
<i>GROUP 2</i>							
JACKSON	\$937	\$799	\$462	\$5,410,164	5,777	6,775	11,701
KELLOGG	\$672	\$551	\$191	\$2,796,073	4,160	5,071	14,649
LAKE MICHIGAN	\$1,133	\$878	\$442	\$3,410,591	3,009	3,885	7,714
MONROE	\$997	\$826	\$317	\$2,971,152	2,980	3,599	9,366
MUSKEGON	\$1,263	\$1,030	\$569	\$4,523,112	3,582	4,393	7,951
NORTHWESTERN	\$1,011	\$802	\$265	\$3,536,503	3,499	4,409	13,339
ST. CLAIR	\$749	\$658	\$333	\$2,898,672	3,868	4,405	8,707
<i>GROUP 3</i>							
DELTA	\$1,025	\$862	\$484	\$8,289,977	8,091	9,615	17,125
GRAND RAPIDS	\$755	\$649	\$372	\$9,168,637	12,146	14,134	24,614
HENRY FORD	\$637	\$589	\$301	\$8,195,960	12,859	13,921	27,184
KALAMAZOO VALLEY	\$783	\$647	\$337	\$6,128,140	7,823	9,477	18,176
MOTT	\$1,344	\$1,066	\$545	\$11,690,672	8,696	10,972	21,463
SCHOOLCRAFT	\$847	\$735	\$233	\$8,126,782	9,595	11,058	34,904
WASHTENAW	\$1,222	\$988	\$495	\$12,202,585	9,984	12,349	24,632
WAYNE COUNTY	\$1,609	\$1,348	\$296	\$21,495,993	13,358	15,945	72,667
<i>GROUP 4</i>							
LANSING	\$1,135	\$982	\$486	\$16,262,816	14,328	16,558	33,442
MACOMB	\$719	\$573	\$270	\$12,036,398	16,730	20,996	44,555
OAKLAND	\$802	\$688	\$323	\$15,959,664	19,895	23,202	49,468
<i>STATE AGGREGATE</i>	<i>\$980</i>	<i>\$823</i>	<i>\$361</i>	<i>\$173,764,225</i>	<i>177,278</i>	<i>211,070</i>	<i>481,360</i>
<i>STATE AVERAGE</i>	<i>\$1,044</i>	<i>\$869</i>	<i>\$422</i>				

Capital expenditures excluded.

TABLE 36
SALARY AND FRINGE BENEFIT COSTS
2009-10

	<i>COLUMN B</i>	<i>COLUMN C</i>	<i>COLUMN D</i>	<i>COLUMN E</i>	<i>COLUMN F</i>
	SALARIES	FRINGE BENEFITS	COMPENSATION COLUMNS B + C	COMPENSATION % COLUMN D / F	TOTAL EXPENDITURES
<i>GROUP 1</i>					
ALPENA	\$8,283,139	\$3,418,606	\$11,701,745	82.1%	\$14,260,337
BAY DE NOC	\$8,419,783	\$3,811,251	\$12,231,034	79.5%	\$15,377,013
GLEN OAKS	\$5,734,036	\$2,399,247	\$8,133,283	79.3%	\$10,254,652
GOGEBIC	\$4,374,499	\$2,124,002	\$6,498,501	75.5%	\$8,607,348
KIRTLAND	\$8,061,185	\$3,654,801	\$11,715,986	71.1%	\$16,472,992
MID MICHIGAN	\$10,634,447	\$4,334,524	\$14,968,971	78.9%	\$18,965,975
MONTCALM	\$7,344,942	\$3,305,329	\$10,650,271	75.3%	\$14,137,320
NORTH CENTRAL	\$7,042,925	\$3,136,118	\$10,179,043	71.5%	\$14,240,358
SOUTHWESTERN	\$9,313,340	\$3,641,188	\$12,954,528	70.1%	\$18,470,203
WEST SHORE	\$6,349,863	\$3,017,990	\$9,367,853	83.4%	\$11,229,725
<i>GROUP 2</i>					
JACKSON	\$21,656,185	\$8,658,414	\$30,314,599	77.4%	\$39,158,644
KELLOGG	\$17,760,622	\$6,196,932	\$23,957,554	74.1%	\$32,316,315
LAKE MICHIGAN	\$14,267,085	\$5,552,852	\$19,819,937	78.1%	\$25,375,975
MONROE	\$14,474,855	\$6,730,607	\$21,205,462	83.8%	\$25,295,958
MUSKEGON	\$15,998,883	\$6,493,260	\$22,492,143	74.3%	\$30,281,527
NORTHWESTERN	\$19,038,242	\$6,650,058	\$25,688,300	73.4%	\$34,999,782
ST. CLAIR	\$14,722,781	\$6,140,761	\$20,863,542	76.6%	\$27,232,591
<i>GROUP 3</i>					
DELTA	\$39,354,722	\$13,716,272	\$53,070,994	82.0%	\$64,736,962
GRAND RAPIDS	\$62,039,670	\$25,063,269	\$87,102,939	83.8%	\$103,948,928
HENRY FORD	\$46,151,382	\$18,130,712	\$64,282,094	76.1%	\$84,509,782
KALAMAZOO VALLEY	\$29,045,858	\$10,507,638	\$39,553,496	73.0%	\$54,191,620
MOTT	\$40,163,417	\$15,283,588	\$55,447,005	76.9%	\$72,082,278
SCHOOLCRAFT	\$36,390,982	\$14,606,147	\$50,997,129	76.9%	\$66,276,203
WASHTENAW	\$51,420,921	\$19,828,199	\$71,249,120	80.8%	\$88,128,718
WAYNE COUNTY	\$49,761,766	\$19,919,832	\$69,681,598	72.7%	\$95,856,880
<i>GROUP 4</i>					
LANSING	\$61,169,428	\$23,032,827	\$84,202,255	78.4%	\$107,412,250
MACOMB	\$64,387,672	\$24,839,168	\$89,226,840	81.6%	\$109,318,856
OAKLAND	\$77,466,167	\$31,581,827	\$109,047,994	78.2%	\$139,434,729
STATE AGGREGATE	\$750,828,797	\$295,775,419	\$1,046,604,216	78.0%	\$1,342,573,921

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

TABLE 37
 COST PER SQUARE FOOT
 2009-10

	COST PER SQUARE FOOT	PHYSICAL PLANT COST LESS ENERGY	SQUARE FEET
<i>GROUP 1</i>			
ALPENA	\$2.92	\$1,094,349	374,499
BAY DE NOC	\$2.86	\$1,106,353	387,154
GLEN OAKS	\$4.06	\$807,672	198,848
GOGEBIC	\$1.88	\$434,142	230,650
KIRTLAND	\$7.35	\$2,055,936	279,821
MID MICHIGAN	\$4.52	\$1,456,732	322,496
MONTCALM	\$5.01	\$1,214,681	242,580
NORTH CENTRAL	\$5.71	\$1,431,664	250,645
SOUTHWESTERN	\$4.08	\$1,719,662	421,435
WEST SHORE	\$4.62	\$1,208,802	261,817
<i>GROUP 2</i>			
JACKSON	\$5.59	\$3,745,664	669,611
KELLOGG	\$4.41	\$2,623,512	595,328
LAKE MICHIGAN	\$5.67	\$3,095,553	546,214
MONROE	\$6.33	\$2,412,177	381,045
MUSKEGON	\$3.54	\$1,667,803	470,905
NORTHWESTERN	\$5.14	\$3,954,003	769,995
ST. CLAIR	\$5.52	\$2,585,879	468,692
<i>GROUP 3</i>			
DELTA	\$4.52	\$4,740,989	1,049,240
GRAND RAPIDS	\$6.39	\$8,447,609	1,322,529
HENRY FORD	\$6.79	\$7,519,517	1,108,169
KALAMAZOO VALLEY	\$5.14	\$3,588,722	698,719
MOTT	\$8.31	\$8,724,614	1,049,594
SCHOOLCRAFT	\$10.89	\$7,622,727	700,251
WASHTENAW	\$8.60	\$8,660,033	1,007,251
WAYNE COUNTY	\$6.70	\$10,138,607	1,513,262
<i>GROUP 4</i>			
LANSING	\$8.75	\$12,896,497	1,474,404
MACOMB	\$6.27	\$10,607,878	1,692,339
OAKLAND	\$6.25	\$13,685,624	2,189,717
STATE AGGREGATE	\$6.25	\$129,247,401	20,677,210

Capital expenditures included.

TABLE 38
ENERGY COST PER CUBIC FOOT
2009-10

	ENERGY COST PER CUBIC FOOT	ENERGY EXPENDITURES	CUBIC FEET
<i>GROUP 1</i>			
ALPENA	\$0.0827	\$489,808	5,920,921
BAY DE NOC	\$0.1050	\$483,984	4,611,408
GLEN OAKS	\$0.1137	\$276,501	2,432,352
GOGEBIC	\$0.0601	\$237,270	3,949,567
KIRTLAND	\$0.1634	\$470,090	2,877,023
MID MICHIGAN	\$0.2105	\$625,734	2,972,596
MONTCALM	\$0.1224	\$473,820	3,871,256
NORTH CENTRAL	\$0.1098	\$356,200	3,245,245
SOUTHWESTERN	\$0.1269	\$799,284	6,297,072
WEST SHORE	\$0.1179	\$519,377	4,405,592
<i>GROUP 2</i>			
JACKSON	\$0.1003	\$1,065,504	10,628,200
KELLOGG	\$0.0819	\$697,842	8,522,273
LAKE MICHIGAN	\$0.0648	\$689,482	10,633,455
MONROE	\$0.1240	\$760,995	6,135,768
MUSKEGON	\$0.0607	\$372,807	6,138,898
NORTHWESTERN	\$0.0924	\$989,040	10,709,471
ST. CLAIR	\$0.1102	\$790,360	7,171,759
<i>GROUP 3</i>			
DELTA	\$0.0845	\$1,333,052	15,770,557
GRAND RAPIDS	\$0.1279	\$2,612,016	20,420,804
HENRY FORD	\$0.0828	\$1,285,162	15,514,366
KALAMAZOO VALLEY	\$0.1859	\$2,057,061	11,063,373
MOTT	\$0.1231	\$1,837,628	14,927,991
SCHOOLCRAFT	\$0.1282	\$1,512,547	11,800,531
WASHTENAW	\$0.1517	\$2,379,120	15,679,221
WAYNE COUNTY	\$0.1455	\$3,060,960	21,030,443
<i>GROUP 4</i>			
LANSING	\$0.1273	\$2,197,787	17,265,271
MACOMB	\$0.1190	\$3,421,536	28,740,785
OAKLAND	\$0.1238	\$3,857,426	31,162,213
STATE AGGREGATE	\$0.1173	\$35,652,394	303,898,411

TABLE 39
INSTRUCTIONAL DATA SETS
Fiscal Year 2009-10

	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	463,568	\$8.23	170,176	\$7.01	162,189	\$10.50
BAY DE NOC	569,887	\$5.96	225,562	\$7.30	92,040	\$11.15
DELTA	2,621,858	\$6.33	900,292	\$6.05	428,303	\$8.52
GLEN OAKS	367,162	\$4.00	140,338	\$8.20	39,817	\$3.40
GOGEBIC	246,416	\$6.70	115,618	\$9.66	57,384	\$10.94
GRAND RAPIDS	3,818,096	\$6.90	1,342,920	\$8.81	511,266	\$12.38
HENRY FORD	3,318,908	\$8.04	1,117,972	\$6.45	376,011	\$9.97
JACKSON	1,742,570	\$5.00	526,576	\$6.60	102,891	\$7.65
KALAMAZOO VALLEY	2,620,488	\$4.78	974,596	\$4.93	404,268	\$7.30
KELLOGG	1,124,701	\$5.39	599,645	\$5.43	124,041	\$13.35
KIRTLAND	338,301	\$7.05	172,688	\$8.34	102,456	\$9.78
LAKE MICHIGAN	924,690	\$5.79	226,748	\$6.72	104,140	\$9.50
LANSING	4,003,153	\$4.78	1,667,283	\$4.37	779,839	\$8.11
MACOMB	6,054,732	\$4.11	2,550,577	\$3.67	627,207	\$12.41
MID MICHIGAN	962,076	\$3.84	429,414	\$3.61	125,572	\$6.23
MONROE	946,957	\$5.60	333,776	\$7.55	168,385	\$7.68
MONTCALM	444,046	\$4.95	178,393	\$7.40	44,840	\$10.42
MOTT	2,459,305	\$5.16	1,407,462	\$4.76	393,043	\$6.37
MUSKEGON	1,231,611	\$6.44	438,368	\$5.97	186,294	\$9.57
NORTH CENTRAL	650,548	\$6.34	262,773	\$3.83	7,073	\$3.98
NORTHWESTERN	1,154,940	\$5.23	426,504	\$7.86	179,025	\$19.05
OAKLAND	6,224,243	\$6.02	2,302,578	\$6.19	477,376	\$8.10
ST. CLAIR	1,024,614	\$5.18	459,569	\$4.77	134,437	\$5.70
SCHOOLCRAFT	3,080,038	\$4.21	1,346,723	\$5.45	134,194	\$9.11
SOUTHWESTERN	622,327	\$5.40	203,187	\$3.54	104,117	\$8.63
WASHTENAW	3,441,510	\$4.85	1,112,786	\$8.16	532,395	\$17.70
WAYNE COUNTY	3,762,842	\$4.18	1,243,558	\$3.99	282,777	\$4.31
WEST SHORE	301,376	\$6.95	112,720	\$9.01	25,919	\$8.98
STATE TOTAL	54,520,963	\$5.40	20,988,802	\$5.69	6,707,299	\$9.93

TABLE 39 (continued)
INSTRUCTIONAL DATA SETS
Fiscal Year 2009-10

	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	42,856	\$13.43	28,464	\$8.90	0	\$0.00
BAY DE NOC	168,332	\$7.31	64,633	\$5.73	480	\$0.00
DELTA	427,066	\$11.09	339,766	\$6.50	44,778	\$5.75
GLEN OAKS	118,367	\$9.24	41,983	\$6.80	296	\$44.32
GOGEBIC	106,636	\$7.50	8,496	\$1.01	8,112	\$3.01
GRAND RAPIDS	601,936	\$10.78	725,232	\$5.91	10,992	\$4.30
HENRY FORD	1,075,706	\$6.88	984,348	\$0.56	23,056	\$0.27
JACKSON	552,015	\$7.33	435,892	\$5.21	583	\$9.04
KALAMAZOO VALLEY	474,498	\$9.08	226,512	\$6.00	0	\$0.00
KELLOGG	392,556	\$10.85	237,367	\$4.60	4,702	\$4.07
KIRTLAND	197,739	\$7.54	73,978	\$5.58	144	\$31.15
LAKE MICHIGAN	380,723	\$6.05	204,691	\$4.58	21,714	\$1.40
LANSING	781,041	\$8.07	844,408	\$5.68	93,280	\$3.16
MACOMB	685,321	\$7.93	413,490	\$0.96	62,629	\$12.25
MID MICHIGAN	426,486	\$5.38	177,465	\$2.81	787	\$1.81
MONROE	199,426	\$10.58	110,928	\$4.69	9,913	\$4.46
MONTCALM	149,848	\$14.83	23,892	\$10.43	0	\$0.00
MOTT	535,441	\$11.33	621,822	\$4.08	23,193	\$4.77
MUSKEGON	182,439	\$13.42	134,883	\$8.21	5,046	\$20.86
NORTH CENTRAL	126,632	\$6.91	61,178	\$5.77	13,587	\$6.22
NORTHWESTERN	143,442	\$9.96	201,902	\$3.72	11,231	\$2.98
OAKLAND	1,198,171	\$7.57	1,188,596	\$0.96	0	\$0.00
ST. CLAIR	436,377	\$7.03	115,718	\$6.01	13,992	\$1.97
SCHOOLCRAFT	298,149	\$8.85	410,684	\$3.94	31,852	\$7.51
SOUTHWESTERN	149,568	\$7.43	148,725	\$4.75	12,276	\$1.04
WASHTENAW	496,043	\$9.92	395,438	\$4.10	67,699	\$5.88
WAYNE COUNTY	1,267,990	\$4.41	1,119,823	\$3.93	131,415	\$4.76
WEST SHORE	83,936	\$8.21	56,000	\$9.02	0	\$0.00
STATE TOTAL	11,698,740	\$8.12	9,396,314	\$3.82	591,757	\$5.33

TABLE 40
NON-INSTRUCTIONAL DATA SETS
Fiscal Year 2009-10

	INSTRUCTIONAL SUPPORT EXPENDITURES	STUDENT SERVICES LESS ATHLETICS	UNDUPLICATED STUDENT HEADCOUNT	COST PER STUDENT	PELL RECIPIENT
ALPENA	\$1,247,358	\$1,185,746	2,792	\$425	1,338
BAY DE NOC	\$1,757,426	\$1,516,774	5,341	\$284	1,692
DELTA	\$8,745,983	\$7,899,369	17,125	\$461	6,387
GLEN OAKS	\$1,436,574	\$1,390,856	2,792	\$498	922
GOGEBIC	\$783,088	\$1,145,294	1,697	\$675	726
GRAND RAPIDS	\$12,778,242	\$8,573,747	24,614	\$348	9,708
HENRY FORD	\$9,408,756	\$7,769,720	27,184	\$286	11,599
JACKSON	\$3,013,716	\$4,719,463	11,701	\$403	5,305
KALAMAZOO VALLEY	\$4,944,510	\$5,598,303	18,176	\$308	6,400
KELLOGG	\$5,512,955	\$2,742,453	14,649	\$187	3,619
KIRTLAND	\$2,291,804	\$1,804,184	3,595	\$502	1,543
LAKE MICHIGAN	\$3,004,045	\$3,008,260	7,714	\$390	2,542
LANSING	\$18,727,602	\$13,058,757	33,442	\$390	10,605
MACOMB	\$17,423,161	\$11,809,948	44,555	\$265	8,841
MID MICHIGAN	\$1,870,127	\$2,405,472	7,404	\$325	3,306
MONROE	\$3,618,001	\$2,971,152	9,366	\$317	1,762
MONTCALM	\$2,005,922	\$1,481,277	4,858	\$305	1,561
MOTT	\$9,321,628	\$10,798,742	21,463	\$503	8,650
MUSKEGON	\$3,366,190	\$3,895,599	7,951	\$490	2,916
NORTH CENTRAL	\$1,528,476	\$2,453,237	4,713	\$521	1,564
NORTHWESTERN	\$5,740,052	\$3,536,503	13,339	\$265	2,487
OAKLAND	\$23,821,008	\$15,336,527	49,468	\$310	12,510
ST. CLAIR	\$4,153,835	\$2,539,857	8,707	\$292	2,454
SCHOOLCRAFT	\$9,923,856	\$7,529,051	34,904	\$216	4,898
SOUTHWESTERN	\$2,298,552	\$3,356,851	4,055	\$828	1,964
WASHTENAW	\$10,820,997	\$12,202,585	24,632	\$495	6,577
WAYNE COUNTY	\$12,614,125	\$21,433,915	72,667	\$295	20,030
WEST SHORE	\$1,531,616	\$965,940	2,456	\$393	887
STATE TOTAL	\$183,689,605	\$163,129,582	481,360	\$339	142,793

TABLE 40 (continued)
NON-INSTRUCTIONAL DATA SETS
Fiscal Year 2009-10

	FYES	OPERATING FUND EXPENDITURES
ALPENA	1,492	\$14,260,337
BAY DE NOC	1,987	\$15,295,764
DELTA	8,091	\$64,573,393
GLEN OAKS	1,216	\$10,253,055
GOGEBIC	911	\$8,370,690
GRAND RAPIDS	12,146	\$103,440,112
HENRY FORD	12,859	\$83,733,790
JACKSON	5,777	\$38,328,328
KALAMAZOO VALLEY	7,823	\$53,651,807
KELLOGG	4,160	\$31,894,352
KIRTLAND	1,446	\$16,251,430
LAKE MICHIGAN	3,009	\$25,189,848
LANSING	14,328	\$107,412,250
MACOMB	16,730	\$106,901,025
MID MICHIGAN	3,484	\$18,965,975
MONROE	2,980	\$25,007,474
MONTCALM	1,465	\$13,865,871
MOTT	8,696	\$71,681,858
MUSKEGON	3,582	\$30,281,527
NORTH CENTRAL	1,830	\$13,908,075
NORTHWESTERN	3,499	\$34,479,713
OAKLAND	19,895	\$139,434,729
ST. CLAIR	3,868	\$27,220,276
SCHOOLCRAFT	9,595	\$65,098,917
SOUTHWESTERN	2,041	\$18,470,203
WASHTENAW	9,984	\$87,551,395
WAYNE COUNTY	13,358	\$95,012,801
WEST SHORE	1,028	\$11,229,725
STATE TOTAL	177,277	\$1,331,764,720

TABLE 40 (continued)
NON-INSTRUCTIONAL DATA SETS
Fiscal Year 2009-10

	PHYSICAL PLANT EXPENDITURES LESS ENERGY	SQUARE FEET	COST PER SQUARE FOOT	PHYSICAL PLANT NEED	ENERGY EXPENDITURES	CUBIC FEET	COST PER CUBIC FOOT
ALPENA	\$1,094,349	374,499	\$2.92	\$2,318,149	\$489,808	5,920,921	\$0.0827
BAY DE NOC	\$1,095,756	387,154	\$2.83	\$2,396,483	\$483,984	4,611,408	\$0.1050
DELTA	\$4,690,770	1,049,240	\$4.47	\$6,494,796	\$1,333,052	15,770,557	\$0.0845
GLEN OAKS	\$807,672	198,848	\$4.06	\$1,230,869	\$276,501	2,432,352	\$0.1137
GOGEBIC	\$434,142	230,650	\$1.88	\$1,427,724	\$237,270	3,949,567	\$0.0601
GRAND RAPIDS	\$8,447,609	1,322,529	\$6.39	\$8,186,455	\$2,612,016	20,420,804	\$0.1279
HENRY FORD	\$7,413,598	1,108,169	\$6.69	\$6,859,566	\$1,285,162	15,514,366	\$0.0828
JACKSON	\$3,697,097	669,611	\$5.52	\$4,144,892	\$1,065,504	10,628,200	\$0.1003
KALAMAZOO VALLEY	\$3,566,176	698,719	\$5.10	\$4,325,071	\$2,057,061	11,063,373	\$0.1859
KELLOGG	\$2,519,446	595,328	\$4.23	\$3,685,080	\$697,842	8,522,273	\$0.0819
KIRTLAND	\$2,015,303	279,821	\$7.20	\$1,732,092	\$470,090	2,877,023	\$0.1634
LAKE MICHIGAN	\$3,068,290	546,214	\$5.62	\$3,381,065	\$689,482	10,633,455	\$0.0648
LANSING	\$12,896,497	1,474,404	\$8.75	\$9,126,561	\$2,197,787	17,265,271	\$0.1273
MACOMB	\$10,607,878	1,692,339	\$6.27	\$10,475,578	\$3,421,536	28,740,785	\$0.1190
MID MICHIGAN	\$1,456,732	322,496	\$4.52	\$1,996,250	\$625,734	2,972,596	\$0.2105
MONROE	\$2,406,886	381,045	\$6.32	\$2,358,669	\$760,995	6,135,768	\$0.1240
MONTCALM	\$1,175,676	242,580	\$4.85	\$1,501,570	\$473,820	3,871,256	\$0.1224
MOTT	\$8,329,067	1,049,594	\$7.94	\$6,496,987	\$1,837,628	14,927,991	\$0.1231
MUSKEGON	\$1,667,803	470,905	\$3.54	\$2,914,902	\$372,807	6,138,898	\$0.0607
NORTH CENTRAL	\$1,310,390	250,645	\$5.23	\$1,551,493	\$356,200	3,245,245	\$0.1098
NORTHWESTERN	\$3,853,634	769,995	\$5.00	\$4,766,269	\$989,040	10,709,471	\$0.0924
OAKLAND	\$13,685,624	2,189,717	\$6.25	\$13,554,348	\$3,857,426	31,162,213	\$0.1238
ST. CLAIR	\$2,573,564	468,692	\$5.49	\$2,901,203	\$790,360	7,171,759	\$0.1102
SCHOOLCRAFT	\$7,605,583	700,251	\$10.86	\$4,334,554	\$1,512,547	11,800,531	\$0.1282
SOUTHWESTERN	\$1,719,662	421,435	\$4.08	\$2,608,683	\$799,284	6,297,072	\$0.1269
WASHTENAW	\$8,655,119	1,007,251	\$8.59	\$6,234,884	\$2,379,120	15,679,221	\$0.1517
WAYNE COUNTY	\$10,052,745	1,513,262	\$6.64	\$9,367,092	\$3,060,960	21,030,443	\$0.1455
WEST SHORE	\$1,208,802	261,817	\$4.62	\$1,620,647	\$519,377	4,405,592	\$0.1179
STATE TOTAL	\$128,055,870	20,677,210	\$6.19	\$127,991,932	\$35,652,394	303,898,411	\$0.1173

TABLE 41
REVENUE DATA SETS
Fiscal Year 2009-10

	TAXABLE VALUE ('000)	FYES	TAXABLE VALUE PER FYES	OPERATING MILLAGE LEVIED	EQUALIZATION MILLAGE
ALPENA	\$1,095,700	1,492	\$734	2.5000	0.5500
BAY DE NOC	\$1,121,514	1,987	\$564	2.3076	0.5500
DELTA	\$11,671,336	8,091	\$1,443	2.0427	0.5500
GLEN OAKS	\$1,873,226	1,216	\$1,540	2.7249	0.5500
GOGEBIC	\$482,418	911	\$530	1.3153	0.3153
GRAND RAPIDS	\$22,496,779	12,146	\$1,852	1.7865	0.5500
HENRY FORD	\$4,315,577	12,859	\$336	3.0000	0.5500
JACKSON	\$4,432,865	5,777	\$767	1.1446	0.1446
KALAMAZOO VALLEY	\$8,427,557	7,823	\$1,077	2.4089	0.5500
KELLOGG	\$3,809,041	4,160	\$916	2.8636	0.5500
KIRTLAND	\$3,155,852	1,446	\$2,183	2.1093	0.5500
LAKE MICHIGAN	\$7,961,666	3,009	\$2,646	1.7854	0.5500
LANSING	\$11,395,712	14,328	\$795	3.8072	0.5500
MACOMB	\$31,059,989	16,730	\$1,857	1.4212	0.4212
MID MICHIGAN	\$1,941,146	3,484	\$557	1.2233	0.2233
MONROE	\$6,155,641	2,980	\$2,066	2.1794	0.5500
MONTCALM	\$2,251,490	1,465	\$1,537	2.7294	0.5500
MOTT	\$11,956,142	8,696	\$1,375	1.9896	0.5500
MUSKEGON	\$4,714,943	3,582	\$1,316	2.2037	0.5500
NORTH CENTRAL	\$2,894,005	1,830	\$1,581	2.1091	0.5500
NORTHWESTERN	\$4,465,548	3,499	\$1,276	2.1700	0.5500
OAKLAND	\$64,265,442	19,895	\$3,230	1.5844	0.5500
ST. CLAIR	\$6,188,767	3,868	\$1,600	1.8891	0.5500
SCHOOLCRAFT	\$14,957,873	9,595	\$1,559	1.7967	0.5500
SOUTHWESTERN	\$1,996,946	2,041	\$979	2.4280	0.5500
WASHTENAW	\$14,992,190	9,984	\$1,502	3.4056	0.5500
WAYNE COUNTY	\$32,228,659	13,358	\$2,413	2.4769	0.5500
WEST SHORE	\$2,711,269	1,028	\$2,637	2.1175	0.5500
STATE TOTAL	\$285,019,294	177,278	\$1,826		

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
 Fiscal Year 2009-10

	IN DISTRICT CREDITS	OUT-OF- DISTRICT CREDITS	IN DISTRICT TUITION	OUT-OF- DISTRICT TUITION	AVERAGE TUITION REVENUE
ALPENA	25,080	21,178	\$84.00	\$126.00	\$4,578,298
BAY DE NOC	29,988	31,613	\$82.50	\$137.50	\$6,262,769
DELTA	211,034	39,776	\$79.00	\$119.00	\$21,172,229
GLEN OAKS	31,193	6,512	\$77.00	\$115.00	\$3,208,782
GOGEBIC	10,652	17,583	\$86.00	\$109.00	\$3,021,037
GRAND RAPIDS	291,122	85,389	\$84.50	\$181.00	\$33,032,569
HENRY FORD	103,705	294,919	\$70.00	\$130.00	\$44,922,270
JACKSON	93,040	86,040	\$90.50	\$127.00	\$17,921,282
KALAMAZOO VALLEY	184,622	57,886	\$71.00	\$113.00	\$21,416,518
KELLOGG	79,908	49,035	\$71.50	\$115.87	\$12,275,481
KIRTLAND	29,872	14,945	\$77.50	\$142.00	\$4,164,538
LAKE MICHIGAN	77,126	16,165	\$72.50	\$108.00	\$7,941,847
LANSING	284,829	159,348	\$73.00	\$134.00	\$41,820,656
MACOMB	441,156	77,458	\$72.00	\$110.00	\$43,546,026
MID MICHIGAN	36,501	71,495	\$80.00	\$139.00	\$11,761,525
MONROE	80,278	12,094	\$67.00	\$115.00	\$7,673,306
MONTCALM	31,882	13,530	\$77.00	\$133.00	\$4,141,335
MOTT	224,265	45,305	\$86.52	\$129.53	\$22,880,107
MUSKEGON	79,019	32,026	\$72.25	\$119.00	\$10,075,216
NORTH CENTRAL	22,059	34,680	\$72.00	\$118.50	\$6,039,063
NORTHWESTERN	57,899	50,566	\$77.40	\$146.00	\$10,779,301
OAKLAND	518,225	98,532	\$60.10	\$101.70	\$52,098,844
ST. CLAIR	98,623	21,275	\$86.50	\$165.00	\$10,231,205
SCHOOLCRAFT	172,651	124,793	\$77.00	\$113.00	\$28,885,134
SOUTHWESTERN	28,509	34,746	\$88.25	\$112.75	\$6,542,051
WASHTENAW	217,661	91,842	\$73.00	\$124.00	\$28,206,993
WAYNE COUNTY	379,795	34,301	\$67.65	\$100.00	\$33,429,907
WEST SHORE	27,679	4,187	\$72.00	\$126.00	\$2,647,820
STATE TOTAL	3,868,373	1,627,219	\$76.70	\$125.35	\$500,676,109