

MICHIGAN COMMUNITY COLLEGES

ACTIVITIES CLASSIFICATION STRUCTURE (ACS) 2011-12 DATA BOOK & COMPANION



Michigan Workforce Development Agency

March 1, 2013

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HOW TO OBTAIN ADDITIONAL INFORMATION

Requests for information about the Activities Classification Structure (ACS) should be directed to the Workforce Development Agency, State of Michigan, Division of Education and Career Success, Victor Center, 2nd Floor, 201 N. Washington Square, Lansing, MI 48913. All accessible ACS materials including this Data Book are available on the Internet at www.michigancc.net.

Workforce Development Agency
State of Michigan
Division of Education and Career Success

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SECTION I

HISTORICAL INFORMATION

HISTORY OF ACTIVITIES CLASSIFICATION STRUCTURE (ACS)

A community college activities classification structure evolved in response to Section 8 of Public Act 419 of 1978, the community college appropriations act for fiscal year 1979. Section 8 reads as follows:

“The department of management and budget, in cooperation with the senate fiscal agency, the house fiscal agency, the department of education, and the community colleges shall begin development of a community college program classification structure for use in documenting financial needs of community colleges. Uniform application of accounting principles shall be employed in the collection of cost data.”

The need for a common and uniform financial reporting structure, as expressed in the above language, became apparent as alternative funding mechanisms for community colleges were being explored.

Unlike the K-12 system and baccalaureate institutions, the community college system has become a large and significant educational sector since the early 1960's and had rapid growth in the mid 1970's. It was during this period that state legislators and the Governor realized that available information was inadequate to accurately assess the financial needs of the community colleges. The need for a flexible funding framework based on actual costs and credit hour production was needed. An initial task force was established in 1976 to develop such a framework. The task force recommended a criterion model, which displayed costs within a program structure, but it also recognized the importance of accurate and uniform data in the evaluation of the model. This model was not adopted due to the lack of comparable cost data but was used as a prototype for the new funding model introduced in the 1978-79 appropriations act.

With passage of the new funding model the following legislative objectives were set forth:

1. To establish a funding formula which is “need based”, building upon criteria acceptable to the colleges and the state.
2. To recognize institutional uniqueness without creating a formula which encourages political manipulation.
3. To separately identify and fund fixed and variable costs to minimize the hazardous impact of rapid enrollment fluctuations.
4. To recognize output variables other than credit hours, which influence institutional costs (such as, headcount, use of learning labs, etc.)
5. To minimize the educational disparities caused by large variations in the property tax base of the college districts.
6. To provide state decision makers with a sound framework for prioritizing the funding of educational roles.
7. To take into consideration the costs associated with meeting the various objectives of an educational institution.
8. To provide a better long-range budgeting framework.
9. To permit the continuation of local board autonomy in educational decisions.

The model relied heavily on actual institutional expenditures and average cost data to define “need”. As the model was being developed, the need for improved financial reporting structure did not provide sufficient information to identify areas of institutional differences and similarities. It was recognized that it became necessary to define “what is” before “need” or “what should be” can be addressed. It has been widely accepted that the continued development and improvement of the new formula will require two broad steps: (1) define the current financial status of the institutions in the system using a uniform reporting system (i.e., define “what is”); (2) define a “needs-based” model using output and financial parameters (i.e., define “what should be”). It was regarded as an unrealistic venture to create a needs-based funding model without having developed a financial database of sufficient quality to measure the validity of the criteria being incorporated into the model.

Objectives of the Activities Classification Structure

The objectives associated with the development of an activities classification structure (ACS) are as follows:

1. To assist in the collection of uniform and comparable financial data from the state-supported community colleges.
2. To provide an internal management tool to relate information about resources and activities to the achievement of institutional objectives.
3. To interface a state reporting structure with accounting practices and organizational structures common to the community college system.
4. To provide a framework for identifying areas of institutional similarities and differences.
5. To provide a logical basis for determining the gross need of individual colleges and of the total system, which then becomes translated into state appropriations.

Developing a Reporting System

In October 1978 a Task Force was established with membership, which consisted of representatives of the community college finance and instructional personnel, and representatives of the House and Senate fiscal agencies, the Department of Education, and the Department of Management and Budget. The Task Force agreed to pursue a reporting structure, which could link the activities of an institution with the organization's objectives. It was felt that such a linkage between the expenditure of resources and institutional objectives would provide the best opportunities for objective-based planning and management at the state and local levels.

In March 1979, the First Report of the Activities Classification Structure Task Force was issued. The report proposed a new reporting structure that would link the activities of an institution with institutional objectives. The report was distributed to various personnel within the college community for review and comment.

In July 1979 the Second Report of the Activities Classification Structure Task Force was issued. This report was the result of Task Force consideration of the comments received on the First Report. The Second Report proposed a reporting structure that identified seven major activity classifications that described the activities carried out by the community colleges in pursuit of their objectives.

In November 1979 all colleges were requested to classify all instructional courses/activities into the classifications of the Instruction Activity. This was piloted first with 6 colleges and then each college participated in peer review workshops. This brought in representatives from the colleges that were not on the Task Force to assist in the development and awareness of the project. As a result of the peer review workshops it became apparent that the proposed structure did not fit the instructional programming at the colleges and a number of suggestions were made for revisions to the definitions based on actual practice at the colleges.

The President's Committee of the Michigan Community College Association met at Delta College on February 14-16, 1980 to continue discussion of an independent effort to respond to short and long-range state funding issues. The development of the Activities Classification Structure was an agenda item, and extensive discussion occurred on its implications for future funding models. As a result, the president's agreed to support the continued effort on the development of the Activities Classification Structure.

The Third Report of the Activities Classification Structure (“ACS”) Task Force was issued July 1980. The report reflected the recommendation of the task force concerning definitional changes and other issues that surfaced as a result of the peer reviews. The report also identified and defined indicators that would measure programmatic activity for the various classifications within the structure and identified expense indicators to measure financial activity for the classifications.

In the fall of 1980, all colleges were asked to classify non-instructional activities into the ACS classifications. Another series of workshops were held; similar to the reviews used a year earlier to review the instructional classification definitions. As a result of these reviews, the task force adopted a number of definitional changes.

In conjunction with the ACS project and in order to provide a uniform financial base for reporting information in the ACS framework, it was determined that a comprehensive accounting manual to be used by all community colleges need to be developed. The Manual for Uniform Financial Reporting (MUFR), Michigan Public Community Colleges, was completed in the spring of 1981 and was effective for years beginning July 1, 1981.

The final meeting of the ACS Task Force was held June 12, 1981. The Final Report was adopted, a document that set forth a framework for classifying and reporting on financial and programmatic activity at Michigan’s community colleges.

During the next 20 years, the ACS Report and the MUFR were utilized by Michigan Community Colleges consistently and provided a database that was utilized by the colleges and the State of Michigan Departments. There were modifications to the ACS Report during this time as instruction and programs at the community college’s evolved. However, the need to update the 1981 MUFR became apparent with the issue of GASB Statement No.’s 34 (issued June 1999) and 35 (issued in November 1999). These pronouncements, which are effective for Michigan community colleges for fiscal years ending June 30, 2002 through June 30, 2004, significantly change the way in which financial information is presented.

As a result, Plante & Moran, LLP, a regional accounting and management-consulting firm, was engaged by the Michigan Department of Career Development to revise the 1981 manual. The primary focus of this revision was to provide guidance to the colleges on the reporting requirements for all-applicable governmental reporting up to and through GASB Statement No.’s 34 and 35. Plante & Moran, LLP, along with representatives from the Michigan Community College Business Officer’s Association and the Michigan Department of Career Development, rewrote the financial reporting manual. The Manual for Uniform Financial Reporting (MUFR), Michigan Public Community Colleges, 2001 was completed in June 2001 and was effective over the years ending June 30, 2002 through June 30, 2004 as the colleges implemented the provisions of GASB Statement No.’s 34 and 35. Through this process the steering group that developed the MUFR changes recommended that the ACS Report as be revised due to potential conflicts with the new MUFR.

The first meeting of the new ACS Task Force took place in September 2002. The new ACS Task Force was moderated and coordinated by Plante & Moran, PLLC, a regional accounting and management consulting firm. The ACS Task Force was again made up of members throughout the community colleges, Office of Postsecondary Services - Michigan Department of Career Development, Office of the Budget – Michigan Department of Management and Budget, Senate Fiscal Agency and House Fiscal Agency. The objectives and items to be addressed by the ACS Task Force were as follows:

- Incorporating all activity of the community colleges into ACS reporting. Currently, ACS reporting is focused on General, Auxiliary, Designated and Restricted Funds. The MUFR revision removed fund reporting to focus on the entity as a whole. ACS should mirror that reporting.
- Determine if related entities of the community colleges will be incorporated into ACS reporting or not.
- Pulling into ACS 1.0 – Instruction Activity those programs that are new since the ACS Manual was implemented such as Open Entry, Open Exit, Internet/Distance Learning, MTEC's, Customized Training, and Job Training.
- Determine if non-core programs should be based on Contact Hours versus Credit/Non-credit.
- Consider conversion of semester hours to contact hours based on core tuition programs.
- Overall impact on comparative data that is currently compiled using Audited Financial Statements and ACS Reports

The ACS Task Force met in September 2002, November 2002, January 2003 and February 2003 to discuss and suggest changes to the ACS Manual and Reporting. The revised ACS draft manual was issued in March 2003 and three colleges also tested the reporting. The ACS Task Force met again in May 2003 to discuss and resolve comments received on the draft manual.

The end result of the ACS Task Force is this ACS Manual revised June 2003. The overall result of the ACS Task Force was to streamline the instruction reporting, add a new category for Technology, incorporate the General and Designated Funds into the ACS Report as an "Operating Fund", and also allowed flexibility by the colleges in reporting and allocating costs on a consistent basis. The ACS Task Force did not recommend bringing in the institution as a whole into ACS reporting due to the fact that outside of the General and Designated Funds the day to day activities of each college are significantly different and comparability of each college would no longer be as valid as in the past. In addition, data from ACS reporting does roll into the ACS funding formula and the Task Force is not suggesting any changes to the funding formula at this time.

The community colleges' fiscal year 2003-04 signaled the implementation year of reporting under the new Activities Classification Structure. Readers should note that the data contained in this data book reflects activities of the "Operating Fund," defined as the General and Designated Funds. In past years, ACS reported only the General Fund information.

The information in this data book is also utilized to derive comparisons among colleges on a number of significant issues that relate to institutional policies. For comparison purposes, readers should consider the size of the colleges compared. Table 17 on page 18 illustrates groupings of like community colleges. Questions regarding size of physical plant, revenue sources, expenditure levels, staffing patterns, etc. may be answered by inspecting the tables and charts within this document. Users of this data book should also be aware that many of the numbers in these tables contain fractions that are not printed; thus, the rounded totals may not appear to add up correctly.

Effective with the 2009-2010 reporting and based on recommendations from The Michigan Community College Business Officers Association (MCCBOA) ACS Committee and following discussions with state agency staff, 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. Information Technology Activity 2.0 is eliminated and 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 1
STATE APPROPRIATIONS

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	1 YEAR CHANGE
ALPENA	\$4,931,300	\$4,931,200	\$4,853,400	\$4,537,600	\$5,561,100	\$5,206,300	\$5,209,100	\$5,208,200	\$4,984,300	\$5,164,000	3.6%
BAY DE NOC	\$4,783,600	\$4,783,500	\$4,709,800	\$4,600,700	\$5,611,000	\$5,241,200	\$5,247,500	\$5,256,300	\$5,040,200	\$5,214,800	3.5%
DELTA	\$13,247,600	\$13,247,500	\$13,014,200	\$12,197,100	\$14,767,800	\$13,856,100	\$13,858,000	\$13,859,600	\$13,336,200	\$13,854,100	3.9%
GLEN OAKS	\$2,333,500	\$2,333,400	\$2,290,700	\$2,149,800	\$2,577,400	\$2,417,300	\$2,416,100	\$2,411,400	\$2,320,900	\$2,407,700	3.7%
GOGEBIC	\$4,093,800	\$4,093,700	\$4,017,700	\$3,739,200	\$4,633,500	\$4,333,800	\$4,331,500	\$4,330,100	\$4,140,500	\$4,277,000	3.3%
GRAND RAPIDS	\$16,636,100	\$16,636,000	\$16,364,700	\$15,310,600	\$18,526,500	\$17,352,100	\$17,353,100	\$17,355,300	\$16,649,700	\$17,230,900	3.5%
HENRY FORD	\$20,301,400	\$20,301,300	\$19,947,000	\$18,633,700	\$22,531,500	\$21,060,800	\$21,062,200	\$21,068,500	\$20,145,000	\$20,810,400	3.3%
JACKSON	\$11,258,700	\$11,258,600	\$11,062,800	\$10,318,700	\$12,473,700	\$11,663,200	\$11,675,100	\$11,689,100	\$11,219,700	\$11,610,500	3.5%
KALAMAZOO VALLEY	\$11,483,900	\$11,483,800	\$11,273,300	\$10,560,800	\$12,781,600	\$11,980,600	\$11,980,600	\$11,979,200	\$11,522,700	\$11,950,600	3.7%
KELLOGG	\$9,086,900	\$9,086,800	\$8,941,800	\$8,375,400	\$10,118,600	\$9,475,400	\$9,464,400	\$9,450,200	\$9,047,900	\$9,385,300	3.7%
KIRTLAND	\$2,861,200	\$2,861,100	\$2,792,600	\$2,623,400	\$3,160,000	\$2,968,200	\$2,971,200	\$2,967,100	\$2,872,900	\$2,998,700	4.4%
LAKE MICHIGAN	\$4,975,700	\$4,975,600	\$4,883,800	\$4,585,400	\$5,517,900	\$5,169,300	\$5,159,100	\$5,159,300	\$4,937,700	\$5,111,700	3.5%
LANSING	\$28,747,200	\$28,747,100	\$28,236,900	\$26,398,900	\$31,954,000	\$29,916,000	\$29,919,500	\$29,910,300	\$28,651,900	\$29,638,900	3.4%
MACOMB	\$30,599,200	\$30,599,100	\$30,062,200	\$28,126,200	\$34,047,300	\$31,858,300	\$31,858,100	\$31,857,000	\$30,490,300	\$31,529,900	3.4%
MID MICHIGAN	\$4,194,700	\$4,194,600	\$4,133,500	\$3,879,000	\$4,723,700	\$4,430,600	\$4,422,800	\$4,415,300	\$4,266,800	\$4,438,700	4.0%
MONROE	\$4,051,200	\$4,051,100	\$3,984,800	\$3,742,700	\$4,522,800	\$4,248,200	\$4,246,900	\$4,244,900	\$4,094,000	\$4,266,900	4.2%
MONTCALM	\$2,932,500	\$2,932,400	\$2,881,000	\$2,693,900	\$3,248,300	\$3,056,600	\$3,057,200	\$3,054,800	\$2,946,800	\$3,069,800	4.2%
MOTT	\$14,561,400	\$14,561,300	\$14,308,000	\$13,365,100	\$16,162,100	\$15,122,700	\$15,129,700	\$15,144,100	\$14,526,400	\$15,044,500	3.6%
MUSKEGON	\$8,413,900	\$8,413,800	\$8,233,600	\$7,657,100	\$9,204,600	\$8,597,300	\$8,599,700	\$8,606,200	\$8,256,700	\$8,543,700	3.5%
NORTH CENTRAL	\$2,908,500	\$2,908,400	\$2,854,000	\$2,672,200	\$3,209,600	\$3,004,700	\$3,003,400	\$2,997,400	\$2,886,500	\$3,010,500	4.3%
NORTHWESTERN	\$8,526,200	\$8,526,100	\$8,372,000	\$7,805,100	\$9,423,300	\$8,804,400	\$8,804,500	\$8,809,200	\$8,430,300	\$8,713,500	3.4%
OAKLAND	\$19,390,900	\$19,390,800	\$19,055,500	\$17,860,900	\$21,617,100	\$20,282,600	\$20,280,600	\$20,281,600	\$19,455,900	\$20,183,900	3.7%
ST. CLAIR	\$6,536,200	\$6,536,100	\$6,427,700	\$6,032,700	\$7,304,900	\$6,854,600	\$6,852,900	\$6,834,300	\$6,534,100	\$6,766,600	3.6%
SCHOOLCRAFT	\$11,432,300	\$11,432,200	\$11,227,900	\$10,487,600	\$12,680,600	\$11,894,300	\$11,890,500	\$11,891,300	\$11,477,300	\$11,922,200	3.9%
SOUTHWESTERN	\$6,217,000	\$6,216,900	\$6,092,800	\$5,703,300	\$6,875,500	\$6,427,600	\$6,429,200	\$6,432,900	\$6,143,700	\$6,334,100	3.1%
WASHTENAW	\$11,639,600	\$11,639,500	\$11,442,300	\$10,786,600	\$13,058,100	\$12,289,300	\$12,276,300	\$12,266,500	\$11,827,300	\$12,367,400	4.6%
WAYNE COUNTY	\$14,972,600	\$14,972,500	\$14,982,100	\$13,998,900	\$17,116,500	\$16,022,500	\$16,036,100	\$16,056,500	\$15,425,900	\$15,962,100	3.5%
WEST SHORE	\$2,232,700	\$2,232,600	\$2,206,300	\$2,077,000	\$2,494,800	\$2,346,500	\$2,345,200	\$2,343,900	\$2,248,900	\$2,322,100	3.3%
STATE TOTAL	\$283,349,800	\$283,347,000	\$278,652,400	\$260,919,600	\$315,903,800	\$295,880,500	\$295,880,500	\$295,880,500	\$283,880,500	\$294,130,500	3.6%

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.
2011-2012	Public Act 62 of 2011		At-Risk Student Success grants appropriations rolled into community college operation line items.
2012-2013	Public Act 465 of 2012		Shifted \$63,748,900 from General Funds to School Aid Funds

TABLE 2
STATE AID REVENUE PER FYES

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	\$3,721	\$4,115	\$3,949	\$3,455	\$3,947	\$3,671	\$3,439	\$3,549	\$3,633	2.4%
BAY DE NOC	\$2,532	\$2,829	\$2,968	\$2,871	\$3,454	\$3,030	\$2,606	\$2,529	\$2,463	-2.6%
DELTA	\$2,014	\$1,992	\$1,961	\$1,695	\$2,088	\$1,855	\$1,700	\$1,729	\$1,728	-0.1%
GLEN OAKS	\$2,226	\$2,563	\$2,668	\$2,426	\$2,808	\$2,121	\$1,986	\$2,357	\$2,282	-3.2%
GOGEBIC	\$5,752	\$6,267	\$6,258	\$5,760	\$5,764	\$5,334	\$4,693	\$4,446	\$4,809	8.2%
GRAND RAPIDS	\$1,826	\$1,833	\$1,717	\$1,383	\$1,803	\$1,609	\$1,418	\$1,398	\$1,442	3.1%
HENRY FORD	\$2,488	\$2,464	\$2,410	\$2,002	\$2,332	\$1,895	\$1,625	\$1,580	\$1,579	-0.1%
JACKSON	\$3,244	\$3,134	\$3,122	\$2,540	\$2,905	\$2,433	\$1,998	\$2,122	\$2,284	7.6%
KALAMAZOO VALLEY	\$1,829	\$1,848	\$1,774	\$1,507	\$1,886	\$1,673	\$1,520	\$1,473	\$1,553	5.4%
KELLOGG	\$2,474	\$2,663	\$2,637	\$2,283	\$2,782	\$2,558	\$2,239	\$2,195	\$2,167	-1.3%
KIRTLAND	\$2,386	\$2,524	\$2,612	\$2,075	\$2,606	\$2,399	\$1,966	\$2,140	\$2,233	4.3%
LAKE MICHIGAN	\$1,735	\$2,087	\$2,211	\$1,941	\$2,567	\$2,195	\$1,666	\$1,642	\$1,824	11.1%
LANSING	\$2,644	\$2,692	\$2,504	\$2,099	\$2,661	\$2,283	\$2,077	\$2,042	\$2,165	6.0%
MACOMB	\$2,350	\$2,401	\$2,261	\$1,904	\$2,357	\$2,069	\$1,899	\$1,912	\$1,907	-0.3%
MID MICHIGAN	\$2,108	\$2,000	\$1,870	\$1,533	\$1,744	\$1,437	\$1,231	\$1,219	\$1,337	9.7%
MONROE	\$1,661	\$1,642	\$1,540	\$1,258	\$1,652	\$1,472	\$1,391	\$1,454	\$1,531	5.3%
MONTCALM	\$2,797	\$2,491	\$2,170	\$1,486	\$1,766	\$2,178	\$2,035	\$2,265	\$2,374	4.8%
MOTT	\$2,331	\$2,389	\$2,281	\$1,957	\$2,175	\$2,051	\$1,742	\$1,862	\$1,861	-0.1%
MUSKEGON	\$2,521	\$2,710	\$2,741	\$2,746	\$2,862	\$2,660	\$2,378	\$2,403	\$2,485	3.4%
NORTH CENTRAL	\$2,259	\$2,311	\$2,150	\$1,910	\$2,173	\$1,772	\$1,581	\$1,894	\$1,798	-5.1%
NORTHWESTERN	\$2,862	\$2,621	\$2,524	\$2,200	\$2,759	\$2,823	\$2,481	\$2,397	\$2,395	-0.1%
OAKLAND	\$1,272	\$1,299	\$1,248	\$1,016	\$1,339	\$1,165	\$1,012	\$1,021	\$994	-2.6%
ST. CLAIR	\$2,104	\$2,273	\$2,221	\$1,933	\$2,350	\$1,976	\$1,740	\$1,856	\$1,983	6.8%
SCHOOLCRAFT	\$1,662	\$1,695	\$1,549	\$1,221	\$1,551	\$1,343	\$1,226	\$1,228	\$1,252	2.0%
SOUTHWESTERN	\$3,572	\$3,939	\$3,783	\$3,961	\$4,349	\$3,819	\$3,076	\$2,814	\$3,049	8.4%
WASHTENAW	\$1,511	\$1,579	\$1,467	\$1,190	\$1,639	\$1,385	\$1,217	\$1,290	\$1,386	7.4%
WAYNE COUNTY	\$2,020	\$2,061	\$1,969	\$1,553	\$1,504	\$1,333	\$1,241	\$1,328	\$1,378	3.8%
WEST SHORE	\$2,385	\$2,489	\$2,436	\$2,309	\$2,497	\$2,433	\$2,139	\$2,299	\$2,302	0.1%
STATE AGGREGATE	\$2,137	\$2,183	\$2,089	\$1,762	\$2,126	\$1,867	\$1,656	\$1,683	\$1,719	2.1%
STATE AVERAGE	\$2,439	\$2,533	\$2,464	\$2,151	\$2,511	\$2,251	\$1,976	\$2,018	\$2,078	3.0%

TABLE 3
PROPERTY TAX REVENUE

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	\$2,074,653	\$2,208,896	\$2,296,268	\$2,417,352	\$2,508,049	\$2,603,627	\$2,743,452	\$2,676,167	\$2,603,114	-2.7%
BAY DE NOC	\$1,777,709	\$1,810,096	\$1,953,470	\$2,036,492	\$2,101,477	\$2,130,492	\$2,227,050	\$2,219,760	\$3,518,398	58.5%
DELTA	\$21,077,374	\$21,777,189	\$22,414,367	\$19,664,823	\$18,409,309	\$23,519,928	\$23,785,690	\$23,112,542	\$22,662,886	-1.9%
GLEN OAKS	\$4,046,034	\$3,998,308	\$4,576,940	\$4,598,234	\$4,858,461	\$5,099,328	\$5,248,542	\$5,205,134	\$5,146,330	-1.1%
GOGEBIC	\$1,020,509	\$1,055,695	\$1,096,818	\$1,142,337	\$1,214,527	\$1,252,372	\$1,342,431	\$1,333,863	\$1,412,117	5.9%
GRAND RAPIDS	\$24,554,446	\$25,867,759	\$27,386,893	\$29,235,590	\$30,660,393	\$31,178,162	\$31,213,566	\$29,492,923	\$28,764,782	-2.5%
HENRY FORD	\$11,144,200	\$11,619,289	\$14,290,409	\$14,185,475	\$14,463,223	\$14,552,521	\$13,006,665	\$12,090,099	\$10,762,737	-11.0%
JACKSON	\$4,017,328	\$4,428,375	\$4,603,595	\$4,782,657	\$5,115,385	\$5,150,851	\$5,219,325	\$4,965,858	\$4,690,925	-5.5%
KALAMAZOO VALLEY	\$15,114,838	\$16,174,396	\$17,041,556	\$17,940,039	\$19,175,756	\$19,692,463	\$19,907,824	\$19,214,906	\$18,977,093	-1.2%
KELLOGG	\$8,900,235	\$9,114,148	\$9,418,372	\$9,816,168	\$10,251,358	\$10,692,036	\$10,799,997	\$10,363,515	\$9,742,328	-6.0%
KIRTLAND	\$5,063,226	\$5,344,818	\$5,620,109	\$5,867,136	\$6,255,899	\$6,462,313	\$6,649,661	\$6,792,129	\$6,171,807	-9.1%
LAKE MICHIGAN	\$10,219,154	\$10,973,049	\$11,735,503	\$12,357,052	\$13,360,678	\$14,098,914	\$15,068,324	\$14,850,019	\$14,764,293	-0.6%
LANSING	\$34,460,949	\$36,106,835	\$38,133,388	\$39,394,072	\$41,722,075	\$42,147,127	\$41,681,996	\$40,359,554	\$38,543,630	-4.5%
MACOMB	\$37,183,032	\$39,033,176	\$41,050,394	\$43,554,029	\$45,929,960	\$45,866,150	\$44,369,200	\$39,782,320	\$36,836,232	-7.4%
MID MICHIGAN	\$1,794,848	\$1,885,260	\$2,003,811	\$2,101,514	\$2,208,220	\$2,320,946	\$2,393,167	\$2,329,761	\$2,232,050	-4.2%
MONROE	\$11,244,481	\$11,684,119	\$12,259,020	\$12,864,794	\$13,468,676	\$13,698,172	\$13,234,336	\$12,474,877	\$12,134,618	-2.7%
MONTCALM	\$4,558,711	\$4,612,646	\$4,871,794	\$5,143,813	\$5,420,165	\$5,618,068	\$5,810,374	\$5,578,988	\$5,507,133	-1.3%
MOTT	\$19,942,024	\$20,989,013	\$22,023,933	\$23,418,678	\$24,151,850	\$24,314,959	\$31,335,431	\$27,258,403	\$18,867,449	-30.8%
MUSKEGON	\$8,134,964	\$8,373,975	\$8,749,398	\$9,277,215	\$9,696,789	\$9,963,061	\$10,188,322	\$9,808,691	\$9,226,663	-5.9%
NORTH CENTRAL	\$4,352,531	\$4,587,411	\$4,856,249	\$5,123,017	\$5,718,501	\$5,912,277	\$6,078,645	\$5,757,864	\$5,554,237	-3.5%
NORTHWESTERN	\$6,888,471	\$7,335,917	\$7,745,330	\$8,345,863	\$8,860,932	\$9,215,973	\$9,530,218	\$9,349,702	\$9,129,700	-2.4%
OAKLAND	\$81,064,779	\$85,557,465	\$89,673,237	\$96,075,189	\$98,852,768	\$98,787,177	\$94,265,848	\$82,991,098	\$76,179,522	-8.2%
ST. CLAIR	\$8,602,611	\$8,945,783	\$9,492,715	\$9,785,321	\$10,395,943	\$10,615,515	\$11,456,975	\$10,571,651	\$10,082,708	-4.6%
SCHOOLCRAFT	\$22,575,897	\$24,022,492	\$25,342,050	\$26,799,354	\$28,020,503	\$27,588,752	\$26,422,271	\$23,885,854	\$22,792,020	-4.6%
SOUTHWESTERN	\$3,662,084	\$3,834,808	\$3,972,225	\$4,176,196	\$4,441,449	\$4,600,727	\$4,847,142	\$4,790,804	\$4,797,154	0.1%
WASHTENAW	\$39,964,037	\$42,335,874	\$45,093,110	\$47,928,867	\$51,137,437	\$50,783,182	\$49,905,186	\$46,345,019	\$45,921,800	-0.9%
WAYNE COUNTY	\$62,540,354	\$65,617,962	\$67,135,607	\$71,346,222	\$74,916,900	\$73,469,100	\$71,221,802	\$63,433,130	\$49,521,957	-21.9%
WEST SHORE	\$4,246,902	\$4,552,593	\$4,859,854	\$5,113,275	\$5,576,498	\$5,634,716	\$5,694,178	\$5,878,793	\$6,006,410	2.2%
STATE TOTAL	\$460,226,381	\$483,847,347	\$509,696,415	\$534,490,774	\$558,893,181	\$566,968,909	\$565,647,618	\$522,913,424	\$482,550,093	-7.7%

TABLE 4
PROPERTY TAX REVENUE PER FYES

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	\$1,631	\$1,828	\$1,883	\$1,946	\$1,806	\$1,863	\$1,839	\$1,821	\$1,897	4.2%
BAY DE NOC	\$957	\$1,094	\$1,245	\$1,341	\$1,311	\$1,246	\$1,121	\$1,068	\$1,720	61.0%
DELTA	\$3,317	\$3,326	\$3,375	\$2,957	\$2,621	\$3,173	\$2,940	\$2,883	\$2,936	1.8%
GLEN OAKS	\$3,959	\$4,303	\$5,289	\$5,438	\$5,292	\$4,473	\$4,315	\$4,871	\$5,060	3.9%
GOGEBIC	\$1,505	\$1,658	\$1,723	\$1,627	\$1,664	\$1,563	\$1,474	\$1,369	\$1,640	19.8%
GRAND RAPIDS	\$2,765	\$2,763	\$2,821	\$2,911	\$3,004	\$2,914	\$2,570	\$2,376	\$2,491	4.8%
HENRY FORD	\$1,419	\$1,389	\$1,726	\$1,650	\$1,508	\$1,320	\$1,011	\$907	\$844	-6.9%
JACKSON	\$1,200	\$1,254	\$1,301	\$1,228	\$1,202	\$1,086	\$903	\$901	\$955	6.0%
KALAMAZOO VALLEY	\$2,505	\$2,568	\$2,682	\$2,700	\$2,849	\$2,771	\$2,545	\$2,469	\$2,558	3.6%
KELLOGG	\$2,539	\$2,654	\$2,804	\$2,845	\$2,866	\$2,937	\$2,596	\$2,405	\$2,333	-3.0%
KIRTLAND	\$4,590	\$4,859	\$5,460	\$5,313	\$5,379	\$5,453	\$4,600	\$4,898	\$5,018	2.4%
LAKE MICHIGAN	\$3,783	\$4,697	\$5,391	\$5,738	\$6,395	\$6,173	\$5,007	\$4,727	\$5,454	15.4%
LANSING	\$3,286	\$3,324	\$3,372	\$3,305	\$3,491	\$3,232	\$2,909	\$2,755	\$2,913	5.7%
MACOMB	\$2,942	\$3,004	\$3,071	\$3,119	\$3,187	\$2,987	\$2,652	\$2,387	\$2,303	-3.5%
MID MICHIGAN	\$932	\$934	\$930	\$911	\$842	\$778	\$687	\$643	\$699	8.7%
MONROE	\$4,845	\$4,738	\$4,812	\$4,883	\$5,034	\$4,868	\$4,441	\$4,273	\$4,538	6.2%
MONTCALM	\$4,572	\$3,859	\$3,790	\$3,106	\$3,008	\$4,103	\$3,966	\$4,137	\$4,399	6.3%
MOTT	\$3,277	\$3,367	\$3,482	\$3,668	\$3,247	\$3,289	\$3,603	\$3,328	\$2,413	-27.5%
MUSKEGON	\$2,561	\$2,698	\$2,943	\$3,072	\$3,316	\$3,111	\$2,844	\$2,739	\$2,777	1.4%
NORTH CENTRAL	\$3,639	\$3,720	\$3,783	\$3,831	\$4,017	\$3,620	\$3,321	\$3,639	\$3,461	-4.9%
NORTHWESTERN	\$2,412	\$2,240	\$2,351	\$2,530	\$2,629	\$2,997	\$2,724	\$2,544	\$2,634	3.5%
OAKLAND	\$5,524	\$5,648	\$5,868	\$6,163	\$6,167	\$5,716	\$4,738	\$4,179	\$3,892	-6.9%
ST. CLAIR	\$2,896	\$3,072	\$3,302	\$3,400	\$3,395	\$3,117	\$2,962	\$2,871	\$3,060	6.6%
SCHOOLCRAFT	\$3,412	\$3,525	\$3,509	\$3,461	\$3,462	\$3,148	\$2,754	\$2,467	\$2,512	1.8%
SOUTHWESTERN	\$2,219	\$2,436	\$2,502	\$2,973	\$2,870	\$2,800	\$2,375	\$2,096	\$2,381	13.6%
WASHTENAW	\$5,403	\$5,698	\$5,813	\$5,951	\$6,495	\$5,791	\$4,998	\$4,872	\$5,380	10.4%
WAYNE COUNTY	\$8,627	\$8,618	\$8,545	\$7,659	\$6,895	\$5,895	\$5,332	\$5,032	\$4,484	-10.9%
WEST SHORE	\$4,921	\$5,241	\$5,654	\$5,896	\$6,455	\$6,377	\$5,539	\$5,765	\$6,148	6.6%
STATE AGGREGATE	\$3,603	\$3,689	\$3,822	\$3,839	\$3,822	\$3,606	\$3,191	\$2,965	\$2,928	-1.2%
STATE AVERAGE	\$3,273	\$3,376	\$3,551	\$3,558	\$3,586	\$3,457	\$3,099	\$3,015	\$3,104	3.0%

TABLE 5
TUITION AND FEE REVENUE

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	\$4,420,412	\$4,611,601	\$4,631,006	\$4,964,824	\$5,790,507	\$5,902,256	\$6,615,854	\$6,729,200	\$6,874,508	2.2%
BAY DE NOC	\$4,839,255	\$4,607,637	\$4,784,563	\$5,198,044	\$5,971,381	\$6,554,622	\$8,192,241	\$8,901,036	\$9,032,911	1.5%
DELTA	\$23,261,484	\$23,522,396	\$23,807,295	\$25,948,195	\$28,106,760	\$29,471,109	\$31,956,581	\$32,285,052	\$32,580,979	0.9%
GLEN OAKS	\$2,541,432	\$2,370,345	\$2,441,989	\$2,486,926	\$2,949,355	\$3,404,521	\$4,316,958	\$4,073,224	\$3,907,164	-4.1%
GOGEBIC	\$1,954,085	\$1,909,479	\$2,103,354	\$2,507,103	\$2,715,280	\$3,060,500	\$3,678,561	\$4,166,119	\$4,069,626	-2.3%
GRAND RAPIDS	\$26,668,826	\$29,751,698	\$33,350,809	\$36,608,481	\$40,389,594	\$43,739,122	\$52,179,526	\$57,470,464	\$58,024,997	1.0%
HENRY FORD	\$27,922,981	\$32,019,783	\$31,494,322	\$33,620,310	\$38,570,016	\$45,420,639	\$56,040,314	\$58,781,735	\$57,509,379	-2.2%
JACKSON	\$11,732,001	\$12,945,477	\$14,204,249	\$17,015,674	\$19,537,427	\$21,982,018	\$27,913,565	\$29,122,150	\$26,789,635	-8.0%
KALAMAZOO VALLEY	\$11,601,339	\$12,454,809	\$13,172,315	\$14,995,938	\$16,059,380	\$16,774,609	\$20,057,835	\$21,086,458	\$22,272,249	5.6%
KELLOGG	\$9,589,081	\$9,953,640	\$9,906,516	\$10,954,868	\$12,207,350	\$12,314,489	\$14,962,141	\$15,374,953	\$15,786,026	2.7%
KIRTLAND	\$3,891,825	\$4,322,460	\$4,429,296	\$5,007,115	\$5,166,814	\$5,357,717	\$6,494,680	\$6,370,902	\$5,576,034	-12.5%
LAKE MICHIGAN	\$6,165,601	\$6,630,085	\$7,186,213	\$8,499,234	\$7,778,654	\$8,944,402	\$10,491,005	\$11,866,692	\$11,431,782	-3.7%
LANSING	\$27,103,801	\$31,134,402	\$37,223,761	\$40,160,599	\$45,172,683	\$47,915,880	\$51,316,887	\$55,907,849	\$55,311,454	-1.1%
MACOMB	\$29,382,578	\$31,400,661	\$34,733,266	\$37,960,847	\$39,508,124	\$44,006,896	\$49,368,705	\$54,165,503	\$53,978,876	-0.3%
MID MICHIGAN	\$6,453,064	\$7,652,024	\$8,280,568	\$9,395,640	\$11,348,587	\$13,987,173	\$17,447,820	\$19,096,272	\$18,542,971	-2.9%
MONROE	\$4,869,449	\$5,365,456	\$5,725,284	\$6,216,159	\$6,932,511	\$7,569,270	\$9,311,288	\$9,457,675	\$9,555,373	1.0%
MONTCALM	\$3,051,329	\$3,605,339	\$4,225,980	\$5,422,411	\$5,561,266	\$4,862,849	\$5,484,833	\$5,371,865	\$5,058,845	-5.8%
MOTT	\$22,486,000	\$22,809,215	\$24,444,941	\$25,321,353	\$27,650,338	\$30,423,884	\$36,257,663	\$39,844,283	\$41,405,175	3.9%
MUSKEGON	\$7,811,436	\$8,008,637	\$8,733,794	\$9,857,152	\$10,755,150	\$11,605,305	\$13,498,923	\$14,531,423	\$14,246,568	-2.0%
NORTH CENTRAL	\$3,244,789	\$3,383,880	\$3,985,363	\$4,442,255	\$4,767,989	\$5,378,542	\$6,492,503	\$7,286,199	\$6,683,113	-8.3%
NORTHWESTERN	\$12,614,198	\$13,340,839	\$13,938,531	\$14,474,378	\$15,175,794	\$16,864,981	\$19,199,480	\$21,147,636	\$22,296,180	5.4%
OAKLAND	\$33,712,810	\$35,656,095	\$36,406,323	\$37,483,181	\$39,298,139	\$42,988,811	\$48,463,303	\$55,399,573	\$53,198,709	-4.0%
ST. CLAIR	\$8,216,355	\$8,041,119	\$8,484,530	\$9,512,725	\$11,182,626	\$12,939,276	\$14,818,275	\$14,185,249	\$12,970,325	-8.6%
SCHOOLCRAFT	\$20,037,844	\$20,923,643	\$23,228,613	\$25,473,354	\$27,700,444	\$30,649,430	\$35,348,937	\$37,688,104	\$36,443,389	-3.3%
SOUTHWESTERN	\$4,574,531	\$4,740,594	\$5,176,248	\$5,279,889	\$6,369,708	\$9,847,968	\$9,847,968	\$11,836,640	\$11,705,043	-1.1%
WASHTENAW	\$19,545,541	\$20,000,125	\$21,395,863	\$22,889,002	\$23,229,059	\$27,186,456	\$32,003,958	\$33,602,081	\$32,339,842	-3.8%
WAYNE COUNTY	\$15,323,057	\$17,053,830	\$19,567,155	\$22,854,318	\$29,950,664	\$35,039,631	\$40,464,885	\$45,680,353	\$40,238,427	-11.9%
WEST SHORE	\$2,079,372	\$2,210,093	\$2,375,289	\$2,496,787	\$2,518,616	\$2,656,019	\$3,109,533	\$3,237,639	\$3,294,762	1.8%
STATE TOTAL	\$355,094,476	\$380,425,362	\$409,437,436	\$447,046,762	\$492,364,216	\$546,848,375	\$635,334,222	\$684,666,329	\$671,124,342	-2.0%

TABLE 6
TUITION AND FEE REVENUE PER FYES

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	\$3,475	\$3,817	\$3,797	\$3,996	\$4,169	\$4,223	\$4,207	\$4,579	\$5,011	9.4%
BAY DE NOC	\$2,606	\$2,784	\$3,050	\$3,423	\$3,724	\$3,833	\$4,123	\$4,283	\$4,415	3.1%
DELTA	\$3,661	\$3,593	\$3,585	\$3,901	\$4,001	\$3,976	\$3,930	\$4,027	\$4,221	4.8%
GLEN OAKS	\$2,487	\$2,551	\$2,822	\$2,941	\$3,213	\$2,987	\$3,549	\$3,812	\$3,842	0.8%
GOGEBIC	\$2,882	\$2,999	\$3,305	\$3,571	\$3,720	\$3,818	\$4,038	\$4,277	\$4,727	10.5%
GRAND RAPIDS	\$3,003	\$3,178	\$3,435	\$3,646	\$3,958	\$4,088	\$4,296	\$4,630	\$5,024	8.5%
HENRY FORD	\$3,555	\$3,829	\$3,803	\$3,910	\$4,021	\$4,119	\$4,358	\$4,410	\$4,508	2.2%
JACKSON	\$3,504	\$3,665	\$4,014	\$4,370	\$4,591	\$4,633	\$4,832	\$5,286	\$5,454	3.2%
KALAMAZOO VALLEY	\$1,922	\$1,977	\$2,073	\$2,257	\$2,386	\$2,360	\$2,564	\$2,710	\$3,002	10.8%
KELLOGG	\$2,736	\$2,898	\$2,949	\$3,174	\$3,412	\$3,383	\$3,408	\$3,571	\$3,781	5.9%
KIRTLAND	\$3,528	\$3,930	\$4,303	\$4,534	\$4,442	\$4,521	\$4,492	\$4,595	\$4,533	-1.3%
LAKE MICHIGAN	\$2,283	\$2,838	\$3,301	\$3,947	\$3,723	\$3,916	\$3,486	\$3,777	\$4,223	11.8%
LANSING	\$2,584	\$2,866	\$3,291	\$3,369	\$3,779	\$3,675	\$3,579	\$3,817	\$4,180	9.5%
MACOMB	\$2,325	\$2,417	\$2,598	\$2,719	\$2,742	\$2,866	\$2,951	\$3,251	\$3,375	3.8%
MID MICHIGAN	\$3,351	\$3,789	\$3,842	\$4,072	\$4,326	\$4,688	\$5,008	\$5,271	\$5,811	10.2%
MONROE	\$2,098	\$2,176	\$2,248	\$2,360	\$2,591	\$2,690	\$3,020	\$3,239	\$3,573	10.3%
MONTCALM	\$3,061	\$3,017	\$3,287	\$3,274	\$3,087	\$3,552	\$3,744	\$3,983	\$4,041	1.5%
MOTT	\$3,695	\$3,659	\$3,865	\$3,966	\$3,718	\$4,115	\$4,170	\$4,864	\$5,296	8.9%
MUSKEGON	\$2,459	\$2,580	\$2,938	\$3,264	\$3,678	\$3,624	\$3,768	\$4,058	\$4,287	5.6%
NORTH CENTRAL	\$2,713	\$2,744	\$3,104	\$3,322	\$3,350	\$3,293	\$3,547	\$4,603	\$4,164	-9.5%
NORTHWESTERN	\$4,417	\$4,073	\$4,231	\$4,389	\$4,502	\$5,484	\$5,487	\$5,755	\$6,433	11.8%
OAKLAND	\$2,297	\$2,354	\$2,383	\$2,404	\$2,452	\$2,488	\$2,436	\$2,790	\$2,718	-2.6%
ST. CLAIR	\$2,766	\$2,762	\$2,951	\$3,306	\$3,652	\$3,799	\$3,831	\$3,852	\$3,936	2.2%
SCHOOLCRAFT	\$3,029	\$3,070	\$3,216	\$3,290	\$3,422	\$3,497	\$3,684	\$3,892	\$4,016	3.2%
SOUTHWESTERN	\$2,772	\$3,011	\$3,260	\$3,758	\$4,116	\$4,398	\$4,826	\$5,178	\$5,809	12.2%
WASHTENAW	\$2,642	\$2,692	\$2,758	\$2,842	\$2,950	\$3,100	\$3,188	\$3,533	\$3,789	7.2%
WAYNE COUNTY	\$2,114	\$2,240	\$2,490	\$2,453	\$2,757	\$2,811	\$3,029	\$3,624	\$3,643	0.5%
WEST SHORE	\$2,409	\$2,544	\$2,764	\$2,879	\$2,915	\$3,006	\$3,025	\$3,175	\$3,372	6.2%
STATE AGGREGATE	\$2,780	\$2,901	\$3,070	\$3,211	\$3,367	\$3,461	\$3,574	\$3,882	\$4,072	4.9%
STATE AVERAGE	\$2,871	\$3,002	\$3,202	\$3,405	\$3,550	\$3,677	\$3,806	\$4,102	\$4,328	5.5%

TABLE 7
TOTAL REVENUE PER FYES

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	\$9,170	\$10,118	\$10,054	\$9,893	\$10,345	\$10,149	\$9,743	\$10,163	\$10,768	6.0%
BAY DE NOC	\$6,335	\$7,074	\$7,717	\$8,103	\$9,193	\$8,714	\$8,298	\$8,323	\$9,263	11.3%
DELTA	\$9,506	\$9,420	\$9,511	\$9,146	\$9,342	\$9,423	\$8,884	\$8,854	\$9,122	3.0%
GLEN OAKS	\$8,713	\$9,510	\$10,931	\$10,988	\$11,431	\$9,647	\$9,920	\$11,102	\$11,218	1.0%
GOGEBIC	\$10,562	\$11,687	\$11,814	\$11,424	\$11,635	\$11,122	\$10,597	\$10,710	\$11,426	6.7%
GRAND RAPIDS	\$8,042	\$8,231	\$8,500	\$8,498	\$9,393	\$9,126	\$8,643	\$8,803	\$9,366	6.4%
HENRY FORD	\$7,764	\$7,900	\$8,214	\$7,836	\$8,159	\$7,575	\$7,178	\$7,030	\$7,156	1.8%
JACKSON	\$8,605	\$8,712	\$8,979	\$8,695	\$9,302	\$8,785	\$8,217	\$8,835	\$9,326	5.6%
KALAMAZOO VALLEY	\$6,373	\$6,570	\$6,776	\$6,812	\$7,536	\$7,093	\$6,850	\$6,915	\$7,291	5.4%
KELLOGG	\$7,950	\$8,522	\$8,767	\$8,721	\$9,474	\$9,317	\$8,525	\$8,500	\$8,641	1.7%
KIRTLAND	\$11,412	\$12,241	\$13,379	\$13,019	\$13,482	\$13,499	\$11,977	\$12,148	\$12,605	3.8%
LAKE MICHIGAN	\$8,077	\$10,822	\$11,343	\$12,232	\$13,350	\$12,889	\$10,806	\$10,773	\$12,038	11.7%
LANSING	\$8,854	\$9,263	\$9,532	\$9,111	\$10,324	\$9,535	\$8,854	\$8,914	\$9,558	7.2%
MACOMB	\$7,827	\$8,083	\$8,284	\$8,219	\$8,708	\$8,284	\$7,833	\$7,701	\$8,157	5.9%
MID MICHIGAN	\$6,496	\$6,873	\$6,804	\$6,805	\$7,144	\$7,128	\$7,021	\$7,280	\$7,978	9.6%
MONROE	\$8,708	\$8,715	\$8,831	\$8,788	\$9,525	\$9,159	\$8,929	\$9,056	\$9,738	7.5%
MONTCALM	\$10,716	\$9,815	\$9,634	\$8,152	\$8,066	\$10,300	\$10,196	\$10,608	\$11,159	5.2%
MOTT	\$9,621	\$9,815	\$10,095	\$10,187	\$9,661	\$9,947	\$9,866	\$10,554	\$9,967	-5.6%
MUSKEGON	\$7,598	\$8,149	\$8,841	\$9,421	\$10,115	\$9,507	\$9,092	\$9,277	\$9,647	4.0%
NORTH CENTRAL	\$8,714	\$9,144	\$9,234	\$9,385	\$9,828	\$8,896	\$8,725	\$10,310	\$9,578	-7.1%
NORTHWESTERN	\$10,086	\$9,434	\$9,479	\$9,613	\$10,318	\$11,825	\$11,149	\$10,980	\$12,167	10.8%
OAKLAND	\$9,197	\$9,528	\$9,774	\$10,123	\$10,509	\$9,831	\$8,620	\$8,064	\$8,077	0.2%
ST. CLAIR	\$7,958	\$8,394	\$8,917	\$9,165	\$9,885	\$9,272	\$8,826	\$8,845	\$9,249	4.6%
SCHOOLCRAFT	\$8,452	\$8,756	\$8,900	\$8,593	\$9,007	\$8,464	\$7,933	\$7,835	\$8,093	3.3%
SOUTHWESTERN	\$9,023	\$9,956	\$9,931	\$11,666	\$11,829	\$11,371	\$10,568	\$10,642	\$11,441	7.5%
WASHTENAW	\$10,087	\$10,564	\$10,773	\$10,823	\$12,008	\$10,981	\$10,034	\$10,225	\$11,302	10.5%
WAYNE COUNTY	\$12,951	\$13,103	\$13,259	\$12,025	\$11,514	\$10,347	\$9,807	\$10,266	\$9,873	-3.8%
WEST SHORE	\$9,959	\$10,623	\$11,527	\$11,607	\$12,367	\$12,294	\$11,081	\$11,770	\$12,025	2.2%
STATE AGGREGATE	\$8,812	\$9,136	\$9,386	\$9,303	\$9,804	\$9,346	\$8,751	\$8,945	\$9,107	1.8%
STATE AVERAGE	\$8,884	\$9,322	\$9,636	\$9,609	\$10,123	\$9,803	\$9,220	\$9,486	\$9,865	4.0%

TABLE 8
TAXABLE VALUE

	2003-04 (000's)	2004-05 (000's)	2005-06 (000's)	2006-07 (000's)	2007-08 (000's)	2008-09 (000's)	2009-10 (000's)	2010-11 (000's)	2011-12 (000's)	2012-13 (000's)	1 YEAR CHANGE
ALPENA	\$853,226	\$897,284	\$944,399	\$998,154	\$1,035,986	\$1,066,675	\$1,095,700	\$1,071,341	\$1,051,725	\$1,029,996	-2.1%
BAY DE NOC	\$883,567	\$914,332	\$955,206	\$1,001,979	\$1,052,398	\$1,077,840	\$1,121,514	\$1,119,775	\$1,105,620	\$1,148,458	3.9%
DELTA	\$10,329,266	\$10,665,874	\$10,987,873	\$11,458,254	\$11,803,652	\$11,518,490	\$11,671,336	\$11,436,402	\$11,315,673	\$11,081,625	-2.1%
GLEN OAKS	\$1,430,005	\$1,460,667	\$1,569,589	\$1,651,488	\$1,727,076	\$1,799,097	\$1,873,226	\$1,849,810	\$1,867,610	\$1,867,610	0.0%
GOGEBIC	\$347,477	\$366,069	\$388,294	\$407,216	\$431,404	\$455,310	\$482,418	\$485,948	\$496,353	\$507,110	2.2%
GRAND RAPIDS	\$17,648,394	\$18,364,399	\$19,544,727	\$20,793,745	\$21,880,768	\$22,373,614	\$22,496,779	\$21,646,153	\$21,136,226	\$20,647,780	-2.3%
HENRY FORD	\$4,313,878	\$4,386,238	\$4,386,238	\$4,523,966	\$4,649,373	\$4,575,536	\$4,315,577	\$3,941,200	\$3,543,882	\$3,331,363	-6.0%
JACKSON	\$3,595,871	\$3,790,536	\$3,988,242	\$4,220,571	\$4,335,490	\$4,414,730	\$4,432,865	\$4,256,992	\$4,162,798	\$4,061,450	-2.4%
KALAMAZOO VALLEY	\$6,435,309	\$6,801,268	\$7,173,745	\$7,602,833	\$8,016,316	\$8,329,509	\$8,427,557	\$8,133,850	\$8,032,830	\$7,909,792	-1.5%
KELLOGG	\$3,032,750	\$3,143,362	\$3,226,908	\$3,383,902	\$3,503,176	\$3,684,751	\$3,809,041	\$3,602,172	\$3,518,369	\$3,424,536	-2.7%
KIRTLAND	\$2,355,688	\$2,510,432	\$2,664,316	\$2,811,595	\$2,962,472	\$3,064,348	\$3,155,852	\$3,058,785	\$2,952,161	\$2,909,583	-1.4%
LAKE MICHIGAN	\$5,671,414	\$6,167,243	\$6,519,420	\$6,649,453	\$7,146,649	\$7,591,755	\$7,961,666	\$7,914,128	\$8,508,807	\$8,269,415	-2.8%
LANSING	\$9,026,707	\$9,562,201	\$10,100,025	\$10,637,548	\$11,173,428	\$11,395,712	\$11,395,712	\$10,863,292	\$10,477,692	\$10,068,843	-3.9%
MACOMB	\$25,573,225	\$26,980,530	\$28,602,727	\$30,373,918	\$31,862,670	\$31,937,933	\$31,059,989	\$27,895,119	\$25,938,526	\$24,368,652	-6.1%
MID MICHIGAN	\$1,420,265	\$1,511,705	\$1,610,049	\$1,770,677	\$1,819,047	\$1,876,546	\$1,941,146	\$1,896,656	\$1,879,751	\$1,881,456	0.1%
MONROE	\$5,100,912	\$5,334,377	\$5,586,498	\$5,887,176	\$6,218,441	\$6,283,960	\$6,155,641	\$5,785,534	\$5,695,082	\$5,604,487	-1.6%
MONTCALM	\$1,706,373	\$1,810,674	\$1,906,025	\$1,999,775	\$2,116,937	\$2,175,704	\$2,251,490	\$2,168,162	\$2,141,294	\$2,174,649	1.6%
MOTT	\$10,079,184	\$10,612,707	\$11,255,994	\$11,882,681	\$12,436,134	\$12,406,477	\$11,956,142	\$10,673,908	\$9,955,913	\$9,284,497	-6.7%
MUSKEGON	\$3,613,149	\$3,795,562	\$3,995,551	\$4,237,701	\$4,496,107	\$4,646,806	\$4,714,943	\$4,564,761	\$4,442,005	\$4,340,016	-2.3%
NORTH CENTRAL	\$2,117,533	\$2,259,870	\$2,399,926	\$2,559,443	\$2,711,947	\$2,803,832	\$2,894,005	\$2,743,655	\$2,651,643	\$2,622,341	-1.1%
NORTHWESTERN	\$3,071,914	\$3,322,297	\$3,563,214	\$3,881,076	\$4,167,149	\$4,324,889	\$4,465,548	\$4,379,649	\$4,285,385	\$4,285,339	0.0%
OAKLAND	\$52,814,126	\$55,604,203	\$58,462,967	\$61,706,284	\$63,203,194	\$64,265,442	\$64,265,442	\$62,006,708	\$54,696,774	\$50,393,292	-7.9%
ST. CLAIR	\$4,976,878	\$5,224,301	\$5,498,699	\$5,782,079	\$6,094,393	\$6,216,225	\$6,188,767	\$5,550,183	\$5,289,473	\$5,100,998	-3.6%
SCHOOLCRAFT	\$12,578,893	\$13,332,206	\$14,087,472	\$14,964,557	\$15,657,606	\$15,488,016	\$14,957,873	\$13,542,284	\$12,890,975	\$12,508,751	-3.0%
SOUTHWESTERN	\$1,414,389	\$1,496,815	\$1,581,257	\$1,693,519	\$1,816,605	\$1,904,657	\$1,996,946	\$1,968,303	\$1,969,599	\$1,996,060	1.3%
WASHTENAW	\$11,734,874	\$12,539,706	\$13,396,298	\$14,315,853	\$15,181,435	\$15,322,679	\$14,992,190	\$14,200,356	\$13,784,147	\$13,672,728	-0.8%
WAYNE COUNTY	\$27,171,210	\$28,966,809	\$30,535,891	\$31,927,579	\$33,551,432	\$33,422,766	\$32,228,659	\$29,533,675	\$27,798,788	\$25,584,664	-8.0%
WEST SHORE	\$1,958,531	\$2,068,946	\$2,194,408	\$2,332,686	\$2,508,120	\$2,611,786	\$2,711,269	\$2,687,649	\$2,681,685	\$2,692,907	0.4%
STATE TOTAL	\$231,255,008	\$243,890,613	\$257,125,958	\$271,455,708	\$283,559,405	\$287,035,085	\$285,019,294	\$268,976,448	\$254,270,786	\$242,768,399	-4.5%

TABLE 9
REVENUE SOURCES BY PERCENTAGE

REVENUE SOURCE	2002-03	2003-04 ¹	2004-05	2005-06	2006-07 ²	2007-08	2008-09	2009-10	2010-11	2011-12
STATE AID	27.8%	24.3%	23.9%	22.3%	18.9%	21.7%	20.0%	18.9%	19.1%	18.9%
PROPERTY TAX	40.5%	40.9%	40.4%	40.7%	41.3%	39.0%	38.6%	36.5%	33.7%	32.1%
TUITION & FEES	28.8%	31.6%	31.7%	32.7%	34.5%	34.3%	37.0%	40.8%	44.1%	44.7%
ALL OTHER	2.9%	3.3%	4.0%	4.3%	5.3%	5.0%	4.4%	3.8%	3.1%	4.3%
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

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2010-11	2011-12 ¹	2012-13 ¹
ALPENA	\$68,700	\$68,700	\$76,300	\$78,600	\$80,500	\$80,200	\$82,100	\$0	\$0
BAY DE NOC	\$82,400	\$82,400	\$91,300	\$100,800	\$76,600	\$62,800	\$77,900	\$0	\$0
DELTA	\$99,400	\$99,400	\$97,100	\$97,900	\$99,400	\$104,500	\$108,000	\$0	\$0
GLEN OAKS	\$127,500	\$127,500	\$123,600	\$117,500	\$115,100	\$112,500	\$106,600	\$0	\$0
GOGEBIC	\$71,500	\$71,500	\$66,200	\$62,400	\$58,200	\$58,600	\$54,900	\$0	\$0
GRAND RAPIDS	\$98,000	\$98,000	\$117,200	\$122,100	\$128,700	\$132,300	\$135,500	\$0	\$0
HENRY FORD	\$146,500	\$146,500	\$146,300	\$151,900	\$159,200	\$161,900	\$169,600	\$0	\$0
JACKSON	\$101,800	\$101,800	\$102,000	\$105,000	\$113,800	\$120,900	\$146,800	\$0	\$0
KALAMAZOO VALLEY	\$100,200	\$100,200	\$89,700	\$89,400	\$91,100	\$92,000	\$90,600	\$0	\$0
KELLOGG	\$143,000	\$143,000	\$155,100	\$159,500	\$167,400	\$163,600	\$138,400	\$0	\$0
KIRTLAND	\$146,600	\$146,600	\$125,800	\$124,300	\$129,000	\$125,400	\$124,300	\$0	\$0
LAKE MICHIGAN	\$162,100	\$162,100	\$154,900	\$155,800	\$155,100	\$157,200	\$147,200	\$0	\$0
LANSING	\$147,600	\$147,600	\$139,800	\$134,500	\$143,800	\$153,500	\$147,800	\$0	\$0
MACOMB	\$84,400	\$84,400	\$83,600	\$83,300	\$84,300	\$84,400	\$83,100	\$0	\$0
MID MICHIGAN	\$124,000	\$124,000	\$134,400	\$142,200	\$147,900	\$141,400	\$126,100	\$0	\$0
MONROE	\$90,700	\$90,700	\$94,000	\$97,500	\$103,900	\$105,400	\$102,100	\$0	\$0
MONTCALM	\$67,800	\$67,800	\$66,700	\$66,700	\$66,000	\$75,000	\$73,200	\$0	\$0
MOTT	\$101,900	\$101,900	\$102,600	\$103,800	\$105,700	\$106,300	\$127,700	\$0	\$0
MUSKEGON	\$185,300	\$185,300	\$149,700	\$118,500	\$81,800	\$78,700	\$87,600	\$0	\$0
NORTH CENTRAL	\$121,300	\$121,300	\$115,900	\$117,200	\$116,200	\$111,100	\$103,800	\$0	\$0
NORTHWESTERN	\$129,700	\$129,700	\$123,100	\$118,200	\$122,600	\$122,400	\$127,200	\$0	\$0
OAKLAND	\$141,700	\$141,700	\$144,600	\$147,300	\$147,500	\$148,900	\$147,900	\$0	\$0
ST. CLAIR	\$88,500	\$88,500	\$93,400	\$92,000	\$110,500	\$124,800	\$104,500	\$0	\$0
SCHOOLCRAFT	\$134,800	\$134,800	\$129,000	\$130,000	\$128,500	\$127,300	\$124,300	\$0	\$0
SOUTHWESTERN	\$152,400	\$152,400	\$134,800	\$138,600	\$145,100	\$150,700	\$156,000	\$0	\$0
WASHTENAW	\$157,200	\$157,200	\$161,700	\$159,800	\$153,700	\$140,300	\$117,500	\$0	\$0
WAYNE COUNTY	\$129,500	\$129,500	\$174,900	\$172,400	\$147,400	\$132,600	\$166,600	\$0	\$0
WEST SHORE	\$118,200	\$118,200	\$129,000	\$135,500	\$143,700	\$148,000	\$145,400	\$0	\$0
STATE TOTAL	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$0	\$0

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

TABLE 11
EXPENDITURES PER FYES

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	\$9,192	\$9,632	\$9,887	\$9,847	\$9,503	\$10,010	\$9,557	\$9,963	\$10,633	6.7%
BAY DE NOC	\$6,203	\$7,146	\$7,421	\$8,034	\$8,499	\$8,722	\$7,678	\$8,229	\$8,513	3.5%
DELTA	\$8,676	\$8,744	\$8,787	\$8,919	\$8,760	\$8,540	\$7,981	\$8,040	\$8,393	4.4%
GLEN OAKS	\$7,777	\$8,575	\$9,996	\$10,928	\$10,456	\$8,897	\$8,430	\$9,883	\$10,100	2.2%
GOGEBIC	\$9,726	\$10,597	\$10,747	\$10,163	\$10,120	\$9,981	\$9,189	\$9,480	\$10,957	15.6%
GRAND RAPIDS	\$7,730	\$7,952	\$8,268	\$8,275	\$8,689	\$8,899	\$8,517	\$8,662	\$9,318	7.6%
HENRY FORD	\$10,312	\$7,560	\$7,684	\$7,223	\$7,225	\$6,818	\$6,512	\$6,911	\$7,369	6.6%
JACKSON	\$7,876	\$7,669	\$8,063	\$7,756	\$7,997	\$7,765	\$6,635	\$7,567	\$8,727	15.3%
KALAMAZOO VALLEY	\$5,682	\$5,798	\$6,076	\$6,106	\$6,724	\$6,820	\$6,858	\$7,246	\$7,024	-3.1%
KELLOGG	\$7,619	\$8,214	\$8,498	\$8,306	\$8,195	\$8,220	\$7,769	\$7,815	\$8,343	6.8%
KIRTLAND	\$11,336	\$11,797	\$12,843	\$12,127	\$11,915	\$12,688	\$11,241	\$11,696	\$11,837	1.2%
LAKE MICHIGAN	\$7,044	\$8,549	\$8,786	\$9,491	\$10,935	\$10,903	\$8,371	\$8,416	\$10,177	20.9%
LANSING	\$7,608	\$7,778	\$7,895	\$7,732	\$8,093	\$8,355	\$7,496	\$7,227	\$8,031	11.1%
MACOMB	\$6,714	\$6,785	\$6,923	\$6,825	\$6,844	\$6,934	\$6,390	\$6,535	\$6,813	4.3%
MID MICHIGAN	\$5,656	\$5,742	\$5,813	\$5,905	\$5,813	\$5,803	\$5,444	\$5,838	\$6,707	14.9%
MONROE	\$8,092	\$8,260	\$8,142	\$8,254	\$8,813	\$8,900	\$8,393	\$9,022	\$9,603	6.4%
MONTCALM	\$9,101	\$8,512	\$8,869	\$7,486	\$7,830	\$10,091	\$9,465	\$10,236	\$10,911	6.6%
MOTT	\$9,046	\$9,131	\$9,377	\$9,351	\$8,331	\$8,933	\$8,243	\$9,065	\$9,700	7.0%
MUSKEGON	\$7,507	\$7,842	\$8,515	\$8,768	\$9,760	\$8,682	\$8,454	\$8,344	\$9,360	12.2%
NORTH CENTRAL	\$7,915	\$8,232	\$8,284	\$8,649	\$8,599	\$7,980	\$7,599	\$9,242	\$9,005	-2.6%
NORTHWESTERN	\$9,542	\$8,901	\$8,948	\$9,236	\$9,678	\$11,086	\$9,854	\$10,167	\$11,042	8.6%
OAKLAND	\$7,472	\$7,582	\$7,857	\$7,906	\$8,043	\$7,907	\$7,008	\$6,898	\$7,005	1.6%
ST. CLAIR	\$7,041	\$7,353	\$7,850	\$8,343	\$8,424	\$7,755	\$7,038	\$7,413	\$8,425	13.7%
SCHOOLCRAFT	\$7,666	\$7,506	\$7,525	\$7,204	\$7,410	\$7,165	\$6,785	\$6,988	\$7,633	9.2%
SOUTHWESTERN	\$7,696	\$8,507	\$8,405	\$9,409	\$9,348	\$9,944	\$9,052	\$8,883	\$10,374	16.8%
WASHTENAW	\$8,678	\$9,296	\$9,333	\$9,609	\$10,250	\$9,509	\$8,769	\$9,310	\$10,192	9.5%
WAYNE COUNTY	\$10,966	\$9,866	\$10,306	\$9,184	\$8,711	\$8,362	\$7,113	\$7,403	\$8,422	13.8%
WEST SHORE	\$9,427	\$10,130	\$11,230	\$11,496	\$12,353	\$12,018	\$10,924	\$10,895	\$11,593	6.4%
STATE AGGREGATE	\$8,035	\$7,983	\$8,204	\$8,125	\$8,257	\$8,198	\$8,096	\$8,478	\$8,324	-1.8%

TABLE 12
FISCAL YEAR EQUATED STUDENTS (FYES)

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	1,272	1,208	1,220	1,242	1,389	1,398	1,492	1,470	1,372	-6.7%
BAY DE NOC	1,857	1,655	1,569	1,519	1,603	1,710	1,987	2,078	2,046	-1.5%
DELTA	6,354	6,547	6,641	6,651	7,024	7,413	8,091	8,018	7,719	-3.7%
GLEN OAKS	1,022	929	865	846	918	1,140	1,216	1,069	1,017	-4.9%
GOGEBIC	678	637	637	702	730	802	911	974	861	-11.6%
GRAND RAPIDS	8,880	9,363	9,708	10,042	10,205	10,700	12,146	12,413	11,549	-7.0%
HENRY FORD	7,855	8,363	8,282	8,598	9,593	11,027	12,859	13,331	12,758	-4.3%
JACKSON	3,348	3,532	3,539	3,894	4,255	4,745	5,777	5,510	4,912	-10.9%
KALAMAZOO VALLEY	6,035	6,300	6,354	6,644	6,730	7,107	7,823	7,782	7,418	-4.7%
KELLOGG	3,505	3,435	3,359	3,451	3,578	3,640	4,160	4,305	4,175	-3.0%
KIRTLAND	1,103	1,100	1,029	1,104	1,163	1,185	1,446	1,387	1,230	-11.3%
LAKE MICHIGAN	2,701	2,336	2,177	2,154	2,089	2,284	3,009	3,142	2,707	-13.9%
LANSING	10,488	10,863	11,311	11,919	11,953	13,039	14,328	14,649	13,232	-9.7%
MACOMB	12,638	12,994	13,367	13,963	14,410	15,355	16,730	16,663	15,992	-4.0%
MID MICHIGAN	1,926	2,020	2,155	2,307	2,623	2,984	3,484	3,623	3,191	-11.9%
MONROE	2,321	2,466	2,547	2,634	2,675	2,814	2,980	2,920	2,674	-8.4%
MONTCALM	997	1,195	1,286	1,656	1,802	1,369	1,465	1,349	1,252	-7.2%
MOTT	6,086	6,234	6,326	6,385	7,437	7,393	8,696	8,191	7,818	-4.6%
MUSKEGON	3,177	3,104	2,973	3,020	2,924	3,202	3,582	3,581	3,323	-7.2%
NORTH CENTRAL	1,196	1,233	1,284	1,337	1,423	1,633	1,830	1,583	1,605	1.4%
NORTHWESTERN	2,856	3,275	3,294	3,298	3,371	3,075	3,499	3,675	3,466	-5.7%
OAKLAND	14,676	15,148	15,281	15,590	16,029	17,281	19,895	19,858	19,571	-1.4%
ST. CLAIR	2,971	2,912	2,875	2,878	3,062	3,406	3,868	3,683	3,295	-10.5%
SCHOOLCRAFT	6,616	6,815	7,222	7,744	8,095	8,763	9,595	9,683	9,075	-6.3%
SOUTHWESTERN	1,650	1,574	1,588	1,405	1,548	1,643	2,041	2,286	2,015	-11.9%
WASHTENAW	7,397	7,430	7,757	8,054	7,874	8,769	9,984	9,522	8,536	-10.4%
WAYNE COUNTY	7,249	7,614	7,857	9,316	10,865	12,463	13,358	12,605	11,044	-12.4%
WEST SHORE	863	869	860	867	864	884	1,028	1,020	977	-4.2%
STATE TOTAL	127,717	131,150	133,359	139,219	146,234	157,225	177,277	176,370	164,827	-6.5%

TABLE 13
CONTACT HOUR EQUATED STUDENTS (CHES)

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	1,522	1,443	1,457	1,518	1,630	1,638	1,749	1,723	1,606	-6.8%
BAY DE NOC	2,079	1,888	1,791	1,727	1,832	1,945	2,268	2,261	2,074	-8.3%
DELTA	7,939	8,020	7,999	8,157	8,624	8,939	9,615	9,633	9,390	-2.5%
GLEN OAKS	1,220	1,106	1,052	1,024	1,103	1,363	1,438	1,270	1,200	-5.5%
GOGEBIC	800	761	769	849	876	966	1,100	1,175	1,050	-10.6%
GRAND RAPIDS	10,346	10,806	11,179	11,517	11,693	12,218	14,134	14,242	13,337	-6.4%
HENRY FORD	8,739	9,298	9,224	9,437	10,493	12,069	13,921	14,352	13,774	-4.0%
JACKSON	4,235	4,414	4,538	4,793	5,213	5,745	6,775	6,105	5,320	-12.9%
KALAMAZOO VALLEY	7,467	7,480	7,673	7,962	8,144	8,484	9,477	9,347	8,830	-5.5%
KELLOGG	4,321	4,309	4,492	4,643	4,310	4,257	5,071	5,261	4,877	-7.3%
KIRTLAND	1,380	1,355	1,257	1,356	1,403	1,458	1,787	1,737	1,541	-11.3%
LAKE MICHIGAN	3,372	2,737	2,572	2,670	2,556	2,832	3,885	4,129	3,702	-10.3%
LANSING	12,215	12,600	13,332	13,923	13,874	15,179	16,558	16,840	15,235	-9.5%
MACOMB	15,745	16,396	16,772	17,426	18,060	19,191	20,996	21,073	20,105	-4.6%
MID MICHIGAN	2,432	2,524	2,663	2,751	3,273	3,752	4,278	4,368	3,866	-11.5%
MONROE	2,827	2,974	3,038	3,156	3,297	3,499	3,599	3,490	3,183	-8.8%
MONTCALM	1,192	1,453	1,547	2,039	2,122	1,593	1,696	1,571	1,460	-7.1%
MOTT	7,610	7,968	8,102	7,886	9,317	9,137	10,972	10,467	9,954	-4.9%
MUSKEGON	3,892	3,815	3,680	3,776	3,650	3,993	4,393	4,380	4,006	-8.5%
NORTH CENTRAL	1,479	1,539	1,630	1,777	1,888	2,076	2,262	1,891	1,998	5.7%
NORTHWESTERN	3,663	3,584	3,711	3,733	3,818	3,603	4,409	4,633	4,417	-4.7%
OAKLAND	14,197	14,725	18,632	18,358	17,890	20,378	23,202	23,534	22,752	-3.3%
ST. CLAIR	3,371	3,289	3,418	3,431	3,501	3,810	4,405	4,127	3,719	-9.9%
SCHOOLCRAFT	7,931	8,205	8,658	9,184	9,561	10,208	11,058	11,203	10,558	-5.8%
SOUTHWESTERN	2,092	2,011	2,038	1,765	1,948	2,065	2,534	2,834	2,515	-11.2%
WASHTENAW	9,492	9,311	9,611	9,989	9,834	10,939	12,349	11,842	10,692	-9.7%
WAYNE COUNTY	9,852	9,594	9,966	11,158	13,472	15,041	15,945	15,127	13,438	-11.2%
WEST SHORE	1,102	1,084	1,079	1,070	1,066	1,033	1,197	1,184	1,140	-3.7%
STATE AGGREGATE	152,512	154,688	161,880	167,075	174,447	187,409	211,069	209,799	195,737	-6.7%

TABLE 14
UNDUPLICATED STUDENT HEADCOUNT

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	1 YEAR CHANGE
ALPENA	2,705	2,581	2,589	2,576	2,713	2,620	2,792	2,678	2,678	0.0%
BAY DE NOC	5,400	5,214	5,924	5,150	5,014	4,924	5,341	5,104	5,125	0.4%
DELTA	16,537	16,462	16,241	14,917	15,325	16,397	17,125	18,613	18,469	-0.8%
GLEN OAKS	3,638	2,717	2,470	2,563	2,630	3,050	2,792	2,171	2,012	-7.3%
GOGEBIC	1,363	1,338	1,317	1,419	1,503	1,497	1,697	1,690	1,568	-7.2%
GRAND RAPIDS	23,780	23,628	26,226	21,651	21,808	22,587	24,614	25,605	25,162	-1.7%
HENRY FORD	22,333	24,801	22,065	21,706	21,821	24,664	27,184	28,634	28,505	-0.5%
JACKSON	9,550	9,050	8,957	9,448	9,626	10,315	11,701	11,081	9,858	-11.0%
KALAMAZOO VALLEY	18,500	17,598	17,577	18,068	17,736	18,005	18,176	17,647	16,801	-4.8%
KELLOGG	17,090	16,787	15,760	17,511	14,823	13,822	14,649	14,634	14,571	-0.4%
KIRTLAND	3,624	3,313	3,030	3,207	3,130	3,343	3,595	3,512	2,986	-15.0%
LAKE MICHIGAN	6,560	6,483	6,510	5,712	6,401	7,070	7,714	7,739	7,169	-7.4%
LANSING	31,046	31,263	32,097	34,067	30,620	32,024	33,442	34,413	31,042	-9.8%
MACOMB	43,395	42,488	42,900	41,689	44,111	44,822	44,555	44,596	43,984	-1.4%
MID MICHIGAN	5,037	5,574	5,859	5,968	6,141	6,979	7,404	7,551	7,005	-7.2%
MONROE	7,846	7,760	8,119	8,557	9,080	9,308	9,366	9,406	8,375	-11.0%
MONTCALM	4,182	4,736	5,295	5,403	5,678	4,399	4,858	3,831	4,318	12.7%
MOTT	18,874	18,826	18,676	18,055	19,113	19,330	21,463	20,836	20,543	-1.4%
MUSKEGON	10,574	9,921	9,936	9,153	9,415	8,340	7,951	8,050	8,162	1.4%
NORTH CENTRAL	4,052	3,991	4,112	4,215	4,360	4,510	4,713	4,460	4,543	1.9%
NORTHWESTERN	12,306	12,413	13,236	13,691	13,407	12,885	13,339	14,455	14,111	-2.4%
OAKLAND	42,929	44,067	42,598	44,149	44,058	46,592	49,468	51,601	49,578	-3.9%
ST. CLAIR	8,104	7,539	7,559	7,432	7,595	7,863	8,707	8,236	7,521	-8.7%
SCHOOLCRAFT	29,903	30,845	31,459	33,319	34,286	35,194	34,904	35,018	34,201	-2.3%
SOUTHWESTERN	4,296	4,093	4,228	3,577	3,615	3,551	4,055	4,316	3,930	-8.9%
WASHTENAW	27,801	26,353	26,873	27,359	24,722	23,939	24,632	24,131	22,243	-7.8%
WAYNE COUNTY	55,392	55,065	57,933	64,364	67,083	72,401	72,667	72,658	74,975	3.2%
WEST SHORE	2,772	2,693	2,573	2,566	2,582	2,154	2,456	2,339	2,391	2.2%
STATE TOTAL	439,589	437,599	442,119	447,492	448,396	462,585	481,360	485,005	471,826	-2.7%

TABLE 15
IN-DISTRICT TUITION RATE

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	1 YEAR CHANGE
ALPENA	\$66.00	\$67.75	\$72.00	\$76.00	\$80.00	\$84.00	\$84.00	\$92.00	\$99.00	\$106.00	7.1%
BAY DE NOC	\$59.75	\$61.10	\$64.50	\$71.25	\$77.00	\$77.00	\$82.50	\$91.00	\$97.00	\$99.00	2.1%
DELTA	\$67.50	\$69.00	\$72.50	\$76.00	\$78.00	\$79.00	\$79.00	\$82.00	\$84.00	\$86.00	2.4%
GLEN OAKS	\$59.00	\$60.00	\$64.00	\$68.00	\$70.00	\$72.00	\$77.00	\$80.00	\$85.00	\$90.00	5.9%
GOGEBIC	\$64.00	\$66.00	\$74.00	\$77.00	\$79.00	\$81.00	\$86.00	\$90.00	\$96.00	\$99.00	3.1%
GRAND RAPIDS	\$65.00	\$66.00	\$69.50	\$73.50	\$79.50	\$82.50	\$84.50	\$89.50	\$95.50	\$98.00	2.6%
HENRY FORD	\$57.00	\$57.00	\$57.00	\$57.00	\$60.00	\$65.00	\$70.00	\$70.00	\$75.00	\$75.00	0.0%
JACKSON	\$69.00	\$70.50	\$74.00	\$78.50	\$82.00	\$86.50	\$90.50	\$95.00	\$100.50	\$106.00	5.5%
KALAMAZOO VALLEY	\$51.00	\$52.40	\$55.00	\$61.00	\$66.00	\$68.00	\$71.00	\$76.50	\$79.50	\$83.50	5.0%
KELLOGG	\$57.75	\$59.00	\$62.00	\$65.00	\$68.50	\$70.50	\$71.50	\$76.50	\$80.50	\$84.50	5.0%
KIRTLAND	\$61.35	\$62.75	\$66.85	\$70.20	\$73.75	\$77.50	\$77.50	\$81.50	\$86.00	\$92.00	7.0%
LAKE MICHIGAN	\$65.00	\$66.55	\$72.50	\$72.50	\$72.50	\$72.50	\$72.50	\$77.00	\$81.00	\$83.00	2.5%
LANSING	\$54.00	\$55.00	\$65.00	\$67.00	\$73.00	\$73.00	\$73.00	\$76.00	\$79.00	\$81.00	2.5%
MACOMB	\$60.00	\$61.00	\$65.00	\$68.00	\$70.00	\$72.00	\$72.00	\$80.00	\$84.00	\$86.00	2.4%
MID MICHIGAN	\$59.50	\$60.86	\$62.30	\$68.50	\$72.60	\$76.50	\$80.00	\$84.00	\$88.00	\$92.50	5.1%
MONROE	\$53.00	\$54.00	\$58.00	\$60.00	\$64.00	\$67.00	\$67.00	\$72.00	\$77.00	\$84.00	9.1%
MONTCALM	\$60.00	\$61.00	\$64.00	\$67.00	\$70.00	\$74.00	\$77.00	\$79.00	\$83.00	\$87.00	4.8%
MOTT	\$69.00	\$70.55	\$75.80	\$79.50	\$82.05	\$84.70	\$86.52	\$93.51	\$103.37	\$112.64	9.0%
MUSKEGON	\$56.00	\$57.00	\$60.00	\$63.00	\$67.00	\$69.00	\$72.25	\$77.00	\$81.50	\$85.50	4.9%
NORTH CENTRAL	\$58.00	\$59.30	\$64.00	\$66.25	\$67.70	\$69.50	\$72.00	\$72.00	\$74.50	\$77.50	4.0%
NORTHWESTERN	\$63.20	\$64.60	\$68.60	\$71.15	\$73.40	\$77.40	\$77.40	\$79.70	\$82.10	\$84.60	3.0%
OAKLAND	\$52.50	\$53.70	\$55.15	\$56.80	\$58.50	\$60.10	\$60.10	\$66.70	\$66.70	\$71.40	7.0%
ST. CLAIR	\$64.00	\$65.45	\$68.50	\$75.25	\$81.50	\$86.50	\$86.50	\$89.00	\$91.00	\$94.50	3.8%
SCHOOLCRAFT	\$61.00	\$62.50	\$65.00	\$68.00	\$70.00	\$73.00	\$77.00	\$80.00	\$84.00	\$87.00	3.6%
SOUTHWESTERN	\$60.25	\$61.90	\$67.75	\$74.25	\$78.25	\$82.50	\$88.25	\$93.75	\$99.25	\$104.25	5.0%
WASHTENAW	\$60.00	\$60.00	\$62.00	\$64.00	\$67.00	\$70.00	\$73.00	\$80.00	\$85.00	\$89.00	4.7%
WAYNE COUNTY	\$54.00	\$54.00	\$55.50	\$55.50	\$56.80	\$57.65	\$67.65	\$79.00	\$89.00	\$99.00	11.2%
WEST SHORE	\$61.00	\$62.40	\$65.00	\$67.00	\$69.00	\$72.00	\$72.00	\$76.00	\$79.00	\$83.00	5.1%
STATE AVERAGE	\$60.28	\$61.48	\$65.19	\$68.47	\$71.68	\$74.30	\$76.70	\$81.38	\$85.91	\$90.03	4.8%

TABLE 16
OUT-OF-DISTRICT TUITION RATE

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	1 YEAR CHANGE
ALPENA	\$99.00	\$101.50	\$108.00	\$114.00	\$120.00	\$126.00	\$126.00	\$138.00	\$154.00	\$166.00	7.8%
BAY DE NOC	\$83.50	\$87.75	\$95.00	\$107.00	\$120.00	\$126.00	\$137.50	\$147.00	\$172.00	\$177.00	2.9%
DELTA	\$93.50	\$99.00	\$104.00	\$109.00	\$115.00	\$119.00	\$119.00	\$124.00	\$130.00	\$135.00	3.8%
GLEN OAKS	\$75.00	\$89.00	\$95.00	\$101.00	\$105.00	\$108.00	\$115.00	\$120.00	\$128.00	\$138.00	7.8%
GOGEBIC	\$82.00	\$86.00	\$94.00	\$97.00	\$99.00	\$102.00	\$109.00	\$116.00	\$128.00	\$134.00	4.7%
GRAND RAPIDS	\$100.00	\$110.00	\$125.00	\$142.00	\$157.00	\$173.00	\$181.00	\$196.00	\$209.50	\$215.00	2.6%
HENRY FORD	\$112.00	\$112.00	\$112.00	\$112.00	\$115.00	\$120.00	\$130.00	\$130.00	\$135.00	\$135.00	0.0%
JACKSON	\$88.50	\$95.00	\$104.00	\$118.00	\$118.00	\$122.00	\$127.00	\$134.00	\$141.50	\$159.00	12.4%
KALAMAZOO VALLEY	\$87.00	\$89.40	\$94.00	\$100.00	\$105.00	\$108.00	\$113.00	\$126.00	\$132.00	\$136.00	3.0%
KELLOGG	\$93.60	\$95.75	\$100.50	\$105.50	\$111.00	\$114.25	\$115.87	\$124.00	\$130.00	\$137.12	5.5%
KIRTLAND	\$96.25	\$115.15	\$122.65	\$128.75	\$135.20	\$142.00	\$142.00	\$149.00	\$119.00	\$128.00	7.6%
LAKE MICHIGAN	\$77.00	\$78.85	\$86.00	\$102.00	\$102.00	\$108.00	\$108.00	\$114.00	\$122.00	\$128.00	4.9%
LANSING	\$86.00	\$88.00	\$105.00	\$120.00	\$134.00	\$134.00	\$134.00	\$140.00	\$158.00	\$162.00	2.5%
MACOMB	\$88.00	\$89.00	\$99.00	\$104.00	\$107.00	\$110.00	\$110.00	\$122.00	\$128.00	\$131.00	2.3%
MID MICHIGAN	\$99.00	\$104.45	\$107.00	\$112.50	\$119.25	\$130.00	\$139.00	\$150.00	\$161.00	\$172.00	6.8%
MONROE	\$87.00	\$92.00	\$98.00	\$104.00	\$110.00	\$115.00	\$115.00	\$124.00	\$132.00	\$144.00	9.1%
MONTCALM	\$87.00	\$93.00	\$98.00	\$104.00	\$111.00	\$128.00	\$133.00	\$146.00	\$153.00	\$164.00	7.2%
MOTT	\$103.20	\$105.55	\$113.45	\$119.05	\$122.85	\$126.80	\$129.53	\$139.99	\$154.74	\$166.34	7.5%
MUSKEGON	\$82.00	\$83.50	\$90.00	\$99.00	\$107.00	\$113.50	\$119.00	\$135.00	\$143.00	\$153.00	7.0%
NORTH CENTRAL	\$90.00	\$92.10	\$101.30	\$106.40	\$109.80	\$114.20	\$118.50	\$118.50	\$123.00	\$128.00	4.1%
NORTHWESTERN	\$110.10	\$112.60	\$119.92	\$127.10	\$132.00	\$142.00	\$146.00	\$151.80	\$159.40	\$165.90	4.1%
OAKLAND	\$88.90	\$88.90	\$93.35	\$96.15	\$99.00	\$101.70	\$101.70	\$112.90	\$112.90	\$125.30	11.0%
ST. CLAIR	\$99.00	\$101.25	\$108.00	\$125.00	\$150.00	\$165.00	\$165.00	\$170.00	\$177.00	\$184.00	4.0%
SCHOOLCRAFT	\$91.00	\$93.00	\$97.00	\$100.00	\$103.00	\$107.00	\$113.00	\$118.00	\$123.00	\$127.00	3.3%
SOUTHWESTERN	\$69.50	\$71.30	\$85.75	\$94.00	\$99.75	\$105.25	\$112.75	\$120.50	\$128.50	\$134.75	4.9%
WASHTENAW	\$101.00	\$101.00	\$105.00	\$109.00	\$115.00	\$121.00	\$124.00	\$131.00	\$136.00	\$142.00	4.4%
WAYNE COUNTY	\$70.00	\$70.00	\$71.75	\$71.75	\$73.40	\$90.00	\$100.00	\$100.00	\$110.00	\$110.00	0.0%
WEST SHORE	\$97.00	\$102.00	\$106.00	\$110.00	\$114.00	\$120.00	\$126.00	\$133.00	\$138.00	\$150.00	8.7%
STATE AVERAGE	\$90.57	\$94.54	\$101.38	\$108.51	\$114.62	\$121.13	\$125.35	\$133.24	\$140.66	\$148.12	5.3%

SECTION II

INSTRUCTION & ENROLLMENT

TABLE 17
GROUPING OF LIKE COMMUNITY COLLEGES
2011-12

	GENERAL FUND REVENUES	FISCAL YEAR EQUATED STUDENTS (FYES)	CONTACT HOUR EQUATED STUDENTS (CHES)	UNDUPLICATED STUDENT HEADCOUNT
<i>GROUP 1</i>				
ALPENA	\$14,773,669	1,372	1,606	2,678
BAY DE NOC	\$18,951,925	2,046	2,074	5,125
GLEN OAKS	\$11,408,450	1,017	1,200	2,012
GOGEBIC	\$9,837,929	861	1,050	1,568
KIRTLAND	\$15,503,819	1,230	1,541	2,986
MID MICHIGAN	\$25,456,345	3,191	3,866	7,005
MONTCALM	\$13,970,489	1,252	1,460	4,318
NORTH CENTRAL	\$15,372,594	1,605	1,998	4,543
SOUTHWESTERN	\$23,054,094	2,015	2,515	3,930
WEST SHORE	\$11,748,203	977	1,140	2,391
<i>GROUP 2</i>				
JACKSON	\$45,811,566	4,912	5,320	9,858
KELLOGG	\$36,077,734	4,175	4,877	14,571
LAKE MICHIGAN	\$32,586,925	2,707	3,702	7,169
MONROE	\$26,040,116	2,674	3,183	8,375
MUSKEGON	\$32,056,338	3,323	4,006	8,162
NORTHWESTERN	\$42,170,026	3,466	4,417	14,111
ST. CLAIR	\$30,476,212	3,295	3,719	7,521
<i>GROUP 3</i>				
DELTA	\$70,415,038	7,719	9,390	18,469
GRAND RAPIDS	\$108,167,422	11,549	13,337	25,162
HENRY FORD	\$91,293,240	12,758	13,774	28,505
KALAMAZOO VALLEY	\$54,085,948	7,418	8,830	16,801
MOTT	\$77,923,428	7,818	9,954	20,543
SCHOOLCRAFT	\$73,447,132	9,075	10,558	34,201
WASHTENAW	\$96,476,179	8,536	10,692	22,243
WAYNE COUNTY	\$109,036,448	11,044	13,438	74,975
<i>GROUP 4</i>				
LANSING	\$126,465,741	13,232	15,235	31,042
MACOMB	\$130,440,804	15,992	20,105	43,984
OAKLAND	\$158,070,276	19,571	22,752	49,578
STATE AGGREGATE	\$1,501,118,090	164,828	195,738	471,826

TABLE 18
DISTRIBUTION OF FISCAL YEAR EQUATED STUDENT (FYES)

ACS CODE & SUB-ACTIVITY		2009-10	% OF TOTAL	2010-11	% OF TOTAL	2011-12	% OF TOTAL
1.1	GENERAL EDUCATION	96,928	54.7%	97,930	55.5%	92,985	56.4%
1.2	BUSINESS & HUMAN SERVICES	37,189	21.0%	36,929	20.9%	33,593	20.4%
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	9,101	5.1%	8,662	4.9%	7,500	4.6%
1.4	HEALTH OCCUPATIONS	15,001	8.5%	13,951	7.9%	12,860	7.8%
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	17,633	9.9%	17,355	9.8%	16,508	10.0%
1.6	HUMAN DEVELOPMENT	823	0.5%	971	0.6%	916	0.6%
1.7	PERSONAL INTEREST	603	0.3%	558	0.3%	467	0.3%
1.0	ALL INSTRUCTION	177,277		176,356		164,828	

TABLE 19
DISTRIBUTION OF CONTACT HOUR EQUATED STUDENT (CHES)

ACS CODE & SUB-ACTIVITY		2009-10	% OF TOTAL	2010-11	% OF TOTAL	2011-12	% OF TOTAL
1.1	GENERAL EDUCATION	109,921	52.1%	110,895	52.9%	104,241	53.3%
1.2	BUSINESS & HUMAN SERVICES	42,316	20.0%	42,221	20.1%	39,341	20.1%
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	13,523	6.4%	12,817	6.1%	10,976	5.6%
1.4	HEALTH OCCUPATIONS	23,586	11.2%	21,878	10.4%	20,277	10.4%
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	18,944	9.0%	18,709	8.9%	17,621	9.0%
1.6	HUMAN DEVELOPMENT	1,193	0.6%	1,522	0.7%	1,423	0.7%
1.7	PERSONAL INTEREST	1,585	0.8%	1,757	0.8%	1,858	0.9%
1.0	ALL INSTRUCTION	211,069		209,799		195,738	

TABLE 20
STUDENT CONTACT HOURS (SCOH) / STUDENT CREDIT HOURS (SCRH) RATIOS
2011-12

ACS CODE & SUB-ACTIVITY		<i>COLUMN A</i> <i>COLUMN B / 16</i>	<i>COLUMN B</i> <i>SCOH / SCRH</i>	<i>COLUMN C</i> <i>SCOH</i>	<i>COLUMN D</i> <i>SCRH</i>
1.1	GENERAL EDUCATION	1.12	17.9	51,703,665	2,882,519
1.2	BUSINESS & HUMAN SERVICES	1.17	18.7	19,513,217	1,041,371
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	1.46	23.4	5,444,092	232,506
1.4	HEALTH OCCUPATIONS	1.58	25.2	10,057,339	398,657
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	1.07	17.1	8,740,211	511,760
1.6	HUMAN DEVELOPMENT	1.56	24.9	705,996	28,379
1.7	PERSONAL INTEREST	3.98	63.7	921,578	14,463
1.0	INSTRUCTION TOTAL	1.19	19.0	97,086,098	5,109,655

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
UNDULICATED HEADCOUNT PER FYES AND CHES
2011-12

	HEADCOUNT PER FYES	HEADCOUNT PER CHES	UNDULICATED HEADCOUNT	FYES	CHES
<i>GROUP 1</i>					
ALPENA	1.95	1.67	2,678	1,372	1,606
BAY DE NOC	2.50	2.47	5,125	2,046	2,074
GLEN OAKS	1.98	1.68	2,012	1,017	1,200
GOGEBIC	1.82	1.49	1,568	861	1,050
KIRTLAND	2.43	1.94	2,986	1,230	1,541
MID MICHIGAN	2.20	1.81	7,005	3,191	3,866
MONTCALM	3.45	2.96	4,318	1,252	1,460
NORTH CENTRAL	2.83	2.27	4,543	1,605	1,998
SOUTHWESTERN	1.95	1.56	3,930	2,015	2,515
WEST SHORE	2.45	2.10	2,391	977	1,140
<i>GROUP 2</i>					
JACKSON	2.01	1.85	9,858	4,912	5,320
KELLOGG	3.49	2.99	14,571	4,175	4,877
LAKE MICHIGAN	2.65	1.94	7,169	2,707	3,702
MONROE	3.13	2.63	8,375	2,674	3,183
MUSKEGON	2.46	2.04	8,162	3,323	4,006
NORTHWESTERN	4.07	3.19	14,111	3,466	4,417
ST. CLAIR	2.28	2.02	7,521	3,295	3,719
<i>GROUP 3</i>					
DELTA	2.39	1.97	18,469	7,719	9,390
GRAND RAPIDS	2.18	1.89	25,162	11,549	13,337
HENRY FORD	2.23	2.07	28,505	12,758	13,774
KALAMAZOO VALLEY	2.26	1.90	16,801	7,418	8,830
MOTT	2.63	2.06	20,543	7,818	9,954
SCHOOLCRAFT	3.77	3.24	34,201	9,075	10,558
WASHTENAW	2.61	2.08	22,243	8,536	10,692
WAYNE COUNTY	6.79	5.58	74,975	11,044	13,438
<i>GROUP 4</i>					
LANSING	2.35	2.04	31,042	13,232	15,235
MACOMB	2.75	2.19	43,984	15,992	20,105
OAKLAND	2.53	2.18	49,578	19,571	22,752
STATE AGGREGATE	2.86	2.41	471,826	164,828	195,738

TABLE 22
IN-DISTRICT UNDUPLICATED HEADCOUNT
2011-12

	% IN-DISTRICT STUDENTS	IN- DISTRICT	OUT-OF- DISTRICT	TOTAL STUDENTS
<i>GROUP 1</i>				
ALPENA	52.8%	1,415	1,263	2,678
BAY DE NOC	47.9%	2,453	2,672	5,125
GLEN OAKS	81.4%	1,637	375	2,012
GOGEBIC	34.7%	544	1,024	1,568
KIRTLAND	60.6%	1,810	1,176	2,986
MID MICHIGAN	31.3%	2,195	4,810	7,005
MONTCALM	70.0%	3,023	1,295	4,318
NORTH CENTRAL	43.5%	1,975	2,568	4,543
SOUTHWESTERN	40.9%	1,609	2,321	3,930
WEST SHORE	84.2%	2,013	378	2,391
<i>GROUP 2</i>				
JACKSON	50.9%	5,018	4,840	9,858
KELLOGG	53.5%	7,793	6,778	14,571
LAKE MICHIGAN	79.1%	5,672	1,497	7,169
MONROE	81.1%	6,790	1,585	8,375
MUSKEGON	69.5%	5,670	2,492	8,162
NORTHWESTERN	62.8%	8,861	5,250	14,111
ST. CLAIR	79.9%	6,010	1,511	7,521
<i>GROUP 3</i>				
DELTA	83.3%	15,388	3,081	18,469
GRAND RAPIDS	75.8%	19,073	6,089	25,162
HENRY FORD	25.5%	7,272	21,233	28,505
KALAMAZOO VALLEY	76.6%	12,863	3,938	16,801
MOTT	79.4%	16,316	4,227	20,543
SCHOOLCRAFT	45.5%	15,569	18,632	34,201
WASHTENAW	63.3%	14,084	8,159	22,243
WAYNE COUNTY	92.7%	69,502	5,473	74,975
<i>GROUP 4</i>				
LANSING	61.4%	19,052	11,990	31,042
MACOMB	72.6%	31,922	12,062	43,984
OAKLAND	76.9%	38,110	11,468	49,578
STATE AGGREGATE	68.6%	323,639	148,187	471,826

SECTION III

REVENUES

TABLE 23
OPERATING FUND REVENUE
2011-2012

	TUITION & FEES		PROPERTY TAX		STATE AID		ALL OTHER		TOTAL
GROUP 1									
ALPENA	\$6,874,508	47%	\$2,603,114	18%	\$4,984,301	34%	\$311,746	2%	\$14,773,669
BAY DE NOC	\$9,032,911	48%	\$3,518,398	19%	\$5,040,200	27%	\$1,360,416	7%	\$18,951,925
GLEN OAKS	\$3,907,164	34%	\$5,146,330	45%	\$2,320,899	20%	\$34,057	0%	\$11,408,450
GOGEBIC	\$4,069,626	41%	\$1,412,117	14%	\$4,140,500	42%	\$215,686	2%	\$9,837,929
KIRTLAND	\$5,576,034	36%	\$6,171,807	40%	\$2,746,700	18%	\$1,009,278	7%	\$15,503,819
MID MICHIGAN	\$18,542,971	73%	\$2,232,050	9%	\$4,266,800	17%	\$414,524	2%	\$25,456,345
MONTCALM	\$5,058,845	36%	\$5,507,133	39%	\$2,972,800	21%	\$431,711	3%	\$13,970,489
NORTH CENTRAL	\$6,683,113	43%	\$5,554,237	36%	\$2,886,500	19%	\$248,744	2%	\$15,372,594
SOUTHWESTERN	\$11,705,043	51%	\$4,797,154	21%	\$6,143,700	27%	\$408,197	2%	\$23,054,094
WEST SHORE	\$3,294,762	28%	\$6,006,410	51%	\$2,248,900	19%	\$198,131	2%	\$11,748,203
GROUP 2									
JACKSON	\$26,789,635	58%	\$4,690,925	10%	\$11,219,700	24%	\$3,111,306	7%	\$45,811,566
KELLOGG	\$15,786,026	44%	\$9,742,328	27%	\$9,047,900	25%	\$1,501,480	4%	\$36,077,734
LAKE MICHIGAN	\$11,431,782	35%	\$14,764,293	45%	\$4,937,699	15%	\$1,453,151	4%	\$32,586,925
MONROE	\$9,555,373	37%	\$12,134,618	47%	\$4,094,000	16%	\$256,125	1%	\$26,040,116
MUSKEGON	\$14,246,568	44%	\$9,226,663	29%	\$8,256,700	26%	\$326,407	1%	\$32,056,338
NORTHWESTERN	\$22,296,180	53%	\$9,129,700	22%	\$8,300,112	20%	\$2,444,034	6%	\$42,170,026
ST. CLAIR	\$12,970,325	43%	\$10,082,708	33%	\$6,534,100	21%	\$889,079	3%	\$30,476,212
GROUP 3									
DELTA	\$32,580,979	46%	\$22,662,886	32%	\$13,336,200	19%	\$1,834,973	3%	\$70,415,038
GRAND RAPIDS	\$58,024,997	54%	\$28,764,782	27%	\$16,649,701	15%	\$4,727,942	4%	\$108,167,422
HENRY FORD	\$57,509,379	63%	\$10,762,737	12%	\$20,145,000	22%	\$2,876,124	3%	\$91,293,240
KALAMAZOO VALLEY	\$22,272,249	41%	\$18,977,093	35%	\$11,522,700	21%	\$1,313,906	2%	\$54,085,948
MOTT	\$41,405,175	53%	\$18,867,449	24%	\$14,552,400	19%	\$3,098,404	4%	\$77,923,428
SCHOOLCRAFT	\$36,443,389	50%	\$22,792,020	31%	\$11,357,972	15%	\$2,853,751	4%	\$73,447,132
WASHTENAW	\$32,339,842	34%	\$45,921,800	48%	\$11,827,300	12%	\$6,387,237	7%	\$96,476,179
WAYNE COUNTY	\$40,238,427	37%	\$49,521,957	45%	\$15,223,488	14%	\$4,052,576	4%	\$109,036,448
GROUP 4									
LANSING	\$55,311,454	44%	\$38,543,630	30%	\$28,651,900	23%	\$3,958,757	3%	\$126,465,741
MACOMB	\$53,978,876	41%	\$36,836,232	28%	\$30,490,300	23%	\$9,135,396	7%	\$130,440,804
OAKLAND	\$53,198,709	34%	\$76,179,522	48%	\$19,455,900	12%	\$9,236,145	6%	\$158,070,276
STATE AGGREGATE									
	\$671,124,342	44.7%	\$482,550,093	32.1%	\$283,354,372	18.9%	\$64,089,283	4.3%	\$1,501,118,090

Source: 2011-12 Audited Financial Statements

TABLE 24
OPERATING FUND REVENUE PER FYES
2011-12

	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	\$10,768	\$5,011	\$1,897	\$3,633	\$227
BAY DE NOC	\$9,263	\$4,415	\$1,720	\$2,463	\$665
GLEN OAKS	\$11,218	\$3,842	\$5,060	\$2,282	\$33
GOGEBIC	\$11,426	\$4,727	\$1,640	\$4,809	\$251
KIRTLAND	\$12,605	\$4,533	\$5,018	\$2,233	\$821
MID MICHIGAN	\$7,978	\$5,811	\$699	\$1,337	\$130
MONTCALM	\$11,159	\$4,041	\$4,399	\$2,374	\$345
NORTH CENTRAL	\$9,578	\$4,164	\$3,461	\$1,798	\$155
SOUTHWESTERN	\$11,441	\$5,809	\$2,381	\$3,049	\$203
WEST SHORE	\$12,025	\$3,372	\$6,148	\$2,302	\$203
<i>GROUP 2</i>					
JACKSON	\$9,326	\$5,454	\$955	\$2,284	\$633
KELLOGG	\$8,641	\$3,781	\$2,333	\$2,167	\$360
LAKE MICHIGAN	\$12,038	\$4,223	\$5,454	\$1,824	\$537
MONROE	\$9,738	\$3,573	\$4,538	\$1,531	\$96
MUSKEGON	\$9,647	\$4,287	\$2,777	\$2,485	\$98
NORTHWESTERN	\$12,167	\$6,433	\$2,634	\$2,395	\$705
ST. CLAIR	\$9,249	\$3,936	\$3,060	\$1,983	\$270
<i>GROUP 3</i>					
DELTA	\$9,122	\$4,221	\$2,936	\$1,728	\$238
GRAND RAPIDS	\$9,366	\$5,024	\$2,491	\$1,442	\$409
HENRY FORD	\$7,156	\$4,508	\$844	\$1,579	\$225
KALAMAZOO VALLEY	\$7,291	\$3,002	\$2,558	\$1,553	\$177
MOTT	\$9,967	\$5,296	\$2,413	\$1,861	\$396
SCHOOLCRAFT	\$8,093	\$4,016	\$2,512	\$1,252	\$314
WASHTENAW	\$11,302	\$3,789	\$5,380	\$1,386	\$748
WAYNE COUNTY	\$9,873	\$3,643	\$4,484	\$1,378	\$367
<i>GROUP 4</i>					
LANSING	\$9,558	\$4,180	\$2,913	\$2,165	\$299
MACOMB	\$8,157	\$3,375	\$2,303	\$1,907	\$571
OAKLAND	\$8,077	\$2,718	\$3,892	\$994	\$472
STATE AGGREGATE	\$9,107	\$4,072	\$2,928	\$1,719	\$389
STATE AVERAGE	\$9,865	\$4,328	\$3,104	\$2,078	\$355

TABLE 25
OPERATING FUND REVENUE PER CONTACT HOUR EQUATED STUDENTS (CHES)
2011-12

	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	\$9,198	\$4,280	\$1,621	\$3,103	\$194
BAY DE NOC	\$9,140	\$4,356	\$1,697	\$2,431	\$656
GLEN OAKS	\$9,507	\$3,256	\$4,289	\$1,934	\$28
GOGEBIC	\$9,366	\$3,874	\$1,344	\$3,942	\$205
KIRTLAND	\$10,058	\$3,618	\$4,004	\$1,782	\$655
MID MICHIGAN	\$6,585	\$4,797	\$577	\$1,104	\$107
MONTCALM	\$9,571	\$3,466	\$3,773	\$2,037	\$296
NORTH CENTRAL	\$7,694	\$3,345	\$2,780	\$1,445	\$124
SOUTHWESTERN	\$9,166	\$4,654	\$1,907	\$2,443	\$162
WEST SHORE	\$10,308	\$2,891	\$5,270	\$1,973	\$174
<i>GROUP 2</i>					
JACKSON	\$8,612	\$5,036	\$882	\$2,109	\$585
KELLOGG	\$7,398	\$3,237	\$1,998	\$1,855	\$308
LAKE MICHIGAN	\$8,802	\$3,088	\$3,988	\$1,334	\$392
MONROE	\$8,181	\$3,002	\$3,812	\$1,286	\$80
MUSKEGON	\$8,002	\$3,556	\$2,303	\$2,061	\$81
NORTHWESTERN	\$9,547	\$5,048	\$2,067	\$1,879	\$553
ST. CLAIR	\$8,195	\$3,488	\$2,711	\$1,757	\$239
<i>GROUP 3</i>					
DELTA	\$7,499	\$3,470	\$2,414	\$1,420	\$195
GRAND RAPIDS	\$8,110	\$4,351	\$2,157	\$1,248	\$355
HENRY FORD	\$6,628	\$4,175	\$781	\$1,463	\$209
KALAMAZOO VALLEY	\$6,125	\$2,522	\$2,149	\$1,305	\$149
MOTT	\$7,828	\$4,160	\$1,895	\$1,462	\$311
SCHOOLCRAFT	\$6,956	\$3,452	\$2,159	\$1,076	\$270
WASHTENAW	\$9,023	\$3,025	\$4,295	\$1,106	\$597
WAYNE COUNTY	\$8,114	\$2,994	\$3,685	\$1,133	\$302
<i>GROUP 4</i>					
LANSING	\$8,301	\$3,631	\$2,530	\$1,881	\$260
MACOMB	\$6,488	\$2,685	\$1,832	\$1,517	\$454
OAKLAND	\$6,948	\$2,338	\$3,348	\$855	\$406
STATE AGGREGATE	\$7,669	\$3,429	\$2,465	\$1,448	\$327
STATE AVERAGE	\$8,263	\$3,636	\$2,581	\$1,748	\$298

TABLE 26
TAXABLE VALUE AND MILLAGE RATES
2011-12

				MILLAGE RATES				
	TAXABLE VALUE PER FYES	TAXABLE VALUE ('000)	FYES	BUILDING & SITE	DEBT RETIREMENT	VOTED OPERATING	LEVIED OPERATING	TOTAL LEVIED
GROUP 1								
ALPENA	\$767	\$1,051,725	1,372	0.0000	0.0000	2.5000	2.5000	2.5000
BAY DE NOC	\$540	\$1,105,620	2,046	1.0000	0.0000	2.5000	2.3076	3.3076
GLEN OAKS	\$1,837	\$1,867,610	1,017	0.0000	0.0000	3.0000	2.7249	2.7249
GOGEBIC	\$576	\$496,353	861	1.5000	0.0000	1.5000	1.3129	2.8129
KIRTLAND	\$2,401	\$2,952,161	1,230	0.0000	0.1100	2.5000	2.1093	2.2193
MID MICHIGAN	\$589	\$1,879,751	3,191	0.0000	0.0000	1.5000	1.2232	1.2232
MONTCALM	\$1,711	\$2,141,294	1,252	0.0000	0.0000	0.0000	2.7294	2.7294
NORTH CENTRAL	\$1,652	\$2,651,643	1,605	0.0000	0.2679	2.7500	2.1091	2.3770
SOUTHWESTERN	\$978	\$1,969,599	2,015	0.0000	0.0000	3.0000	2.4280	2.4280
WEST SHORE	\$2,744	\$2,681,685	977	0.9732	0.0000	2.2116	2.1175	3.0907
GROUP 2								
JACKSON	\$848	\$4,162,798	4,912	0.0000	0.0000	1.3300	1.1446	1.1446
KELLOGG	\$843	\$3,518,369	4,175	0.8500	0.0000	2.9500	2.8636	3.7106
LAKE MICHIGAN	\$3,144	\$8,508,807	2,707	0.0000	0.0000	1.8202	1.7854	1.7854
MONROE	\$2,130	\$5,695,082	2,674	0.0000	0.0000	2.2500	2.1794	2.1794
MUSKEGON	\$1,337	\$4,442,005	3,323	0.0000	0.0000	2.4000	2.2037	2.2037
NORTHWESTERN	\$1,237	\$4,285,385	3,466	0.0000	0.7700	2.5742	2.1700	2.9400
ST. CLAIR	\$1,605	\$5,289,473	3,295	0.0000	0.0000	1.9951	1.8891	1.8891
GROUP 3								
DELTA	\$1,466	\$11,315,673	7,719	0.0000	0.0000	2.0864	2.0427	2.0427
GRAND RAPIDS	\$1,830	\$21,136,226	11,549	0.0000	0.0000	1.9000	1.7865	1.7865
HENRY FORD	\$278	\$3,543,882	12,758	0.0000	0.6400	3.0000	3.0000	3.6400
KALAMAZOO VALLEY	\$1,083	\$8,032,830	7,418	0.0000	0.0000	2.5000	2.4089	2.4089
MOTT	\$1,274	\$9,955,913	7,818	0.0000	0.8700	2.0500	1.9896	2.8596
SCHOOLCRAFT	\$1,420	\$12,890,975	9,075	0.0000	0.0000	2.2700	1.7967	1.7967
WASHTENAW	\$1,615	\$13,784,147	8,536	0.0000	0.2600	3.8000	3.4576	3.7176
WAYNE COUNTY	\$2,517	\$27,798,788	11,044	0.0000	0.0000	2.2500	2.2408	2.2408
GROUP 4								
LANSING	\$792	\$10,477,692	13,232	0.0000	0.0000	4.0000	3.8072	3.8072
MACOMB	\$1,622	\$25,938,526	15,992	0.0000	0.1500	1.4640	1.4212	1.5712
OAKLAND	\$2,795	\$54,696,774	19,571	0.0000	0.0000	0.0000	1.5844	1.5844
STATE AGGREGATE	\$1,543	\$254,270,784	164,827	0.1544	0.1096	2.2179	2.1905	2.4543

SECTION IV

EXPENDITURES

TABLE 27
OPERATING FUND EXPENDITURES
2011-12

	INSTRUCTION	*INFORMATION TECHNOLOGY	PUBLIC SERVICE	INSTRUCTIONAL SUPPORT	STUDENT SERVICES	ADMINISTRATION	PHYSICAL PLANT	TOTAL
GROUP 1								
ALPENA	\$8,077,102	\$0	\$75,621	\$1,246,016	\$1,483,092	\$2,141,884	\$1,560,416	\$14,584,131
BAY DE NOC	\$8,460,040	\$0	\$144,711	\$1,268,362	\$1,482,911	\$4,042,259	\$2,021,552	\$17,419,835
GLEN OAKS	\$4,353,064	\$0	\$455	\$931,963	\$1,556,928	\$2,342,331	\$1,085,385	\$10,270,126
GOGEBC	\$4,425,364	\$0	\$349,854	\$996,753	\$1,386,551	\$1,569,998	\$709,099	\$9,437,619
KIRTLAND	\$6,579,072	\$0	\$94,624	\$2,105,610	\$1,439,302	\$2,163,757	\$2,173,412	\$14,555,777
MID MICHIGAN	\$10,048,208	\$0	\$507,044	\$2,624,005	\$2,685,533	\$3,373,047	\$2,160,402	\$21,398,239
MONTCALM	\$6,462,937	\$0	\$401,029	\$1,786,455	\$1,372,687	\$2,204,665	\$1,430,080	\$13,657,853
NORTH CENTRAL	\$6,561,715	\$0	\$144,783	\$1,600,154	\$2,585,196	\$2,080,999	\$1,478,512	\$14,451,359
SOUTHWESTERN	\$8,981,320	\$0	\$100,000	\$2,209,261	\$2,896,290	\$3,942,884	\$2,769,744	\$20,899,499
WEST SHORE	\$4,480,228	\$0	\$291,909	\$1,009,756	\$1,039,981	\$2,730,804	\$1,778,767	\$11,331,445
GROUP 2								
JACKSON	\$19,930,280	\$0	\$823,815	\$3,214,395	\$5,806,224	\$7,804,631	\$5,281,845	\$42,861,190
KELLOGG	\$18,279,057	\$0	\$0	\$5,964,782	\$3,182,252	\$3,925,428	\$3,479,933	\$34,831,452
LAKE MICHIGAN	\$11,004,961	\$0	\$5,098	\$3,227,398	\$3,927,767	\$5,880,781	\$3,497,925	\$27,543,930
MONROE	\$12,852,368	\$0	\$203,904	\$3,794,245	\$3,000,796	\$2,855,165	\$2,972,846	\$25,679,324
MUSKEGON	\$15,583,823	\$0	\$503,706	\$3,306,808	\$5,060,749	\$3,937,132	\$2,704,762	\$31,096,980
NORTHWESTERN	\$16,788,422	\$0	\$461,016	\$6,913,667	\$4,052,932	\$5,143,455	\$4,909,369	\$38,268,861
ST. CLAIR	\$12,241,904	\$0	\$137,054	\$4,204,283	\$3,555,709	\$4,266,602	\$3,356,000	\$27,761,552
GROUP 3								
DELTA	\$34,569,589	\$0	\$1,094,834	\$8,477,409	\$6,669,199	\$7,976,252	\$6,002,919	\$64,790,202
GRAND RAPIDS	\$56,889,852	\$0	\$1,413,683	\$13,567,803	\$9,600,345	\$13,600,678	\$12,532,932	\$107,605,293
HENRY FORD	\$50,544,665	\$0	\$1,798,781	\$9,358,110	\$9,806,690	\$13,242,475	\$9,257,963	\$94,008,684
KALAMAZOO VALLEY	\$27,240,612	\$0	\$1,384,882	\$5,371,498	\$6,157,255	\$5,845,443	\$6,105,339	\$52,105,029
MOTT	\$32,043,431	\$0	\$786,057	\$9,831,089	\$13,768,621	\$8,843,325	\$10,559,292	\$75,831,815
SCHOOLCRAFT	\$28,999,994	\$0	\$2,378,278	\$10,397,679	\$8,366,909	\$9,835,193	\$9,295,624	\$69,273,677
WASHTENAW	\$41,747,991	\$0	\$104,467	\$10,596,366	\$12,256,115	\$10,651,621	\$11,644,374	\$87,000,934
WAYNE COUNTY	\$35,270,220	\$0	\$1,182,055	\$8,767,377	\$21,549,311	\$13,211,620	\$13,030,370	\$93,010,953
GROUP 4								
LANSING	\$46,871,270	\$0	\$2,420,661	\$18,951,345	\$15,281,896	\$11,318,015	\$11,420,151	\$106,263,338
MACOMB	\$50,681,316	\$0	\$3,528,552	\$18,206,977	\$12,290,255	\$10,140,513	\$14,115,345	\$108,962,958
OAKLAND	\$66,721,856	\$0	\$126,325	\$22,508,356	\$15,131,295	\$16,048,917	\$16,562,562	\$137,099,311
STATE AGGREGATE	\$646,690,661	\$0	\$20,463,198	\$182,437,922	\$177,392,791	\$181,119,874	\$163,896,920	\$1,372,001,366

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)
2011-12

	INSTRUCTION	*INFORMATION TECHNOLOGY	PUBLIC SERVICE	INSTRUCTIONAL SUPPORT	STUDENT SERVICES	ADMINISTRATION	PHYSICAL PLANT
GROUP 1							
ALPENA	55.4%	0.0%	0.5%	8.5%	10.2%	14.7%	10.7%
BAY DE NOC	48.6%	0.0%	0.8%	7.3%	8.5%	23.2%	11.6%
GLEN OAKS	42.4%	0.0%	0.0%	9.1%	15.2%	22.8%	10.6%
GOGEBIC	46.9%	0.0%	3.7%	10.6%	14.7%	16.6%	7.5%
KIRTLAND	45.2%	0.0%	0.7%	14.5%	9.9%	14.9%	14.9%
MID MICHIGAN	47.0%	0.0%	2.4%	12.3%	12.6%	15.8%	10.1%
MONTCALM	47.3%	0.0%	2.9%	13.1%	10.1%	16.1%	10.5%
NORTH CENTRAL	45.4%	0.0%	1.0%	11.1%	17.9%	14.4%	10.2%
SOUTHWESTERN	43.0%	0.0%	0.5%	10.6%	13.9%	18.9%	13.3%
WEST SHORE	39.5%	0.0%	2.6%	8.9%	9.2%	24.1%	15.7%
GROUP 2							
JACKSON	46.5%	0.0%	1.9%	7.5%	13.5%	18.2%	12.3%
KELLOGG	52.5%	0.0%	0.0%	17.1%	9.1%	11.3%	10.0%
LAKE MICHIGAN	40.0%	0.0%	0.0%	11.7%	14.3%	21.4%	12.7%
MONROE	50.0%	0.0%	0.8%	14.8%	11.7%	11.1%	11.6%
MUSKEGON	50.1%	0.0%	1.6%	10.6%	16.3%	12.7%	8.7%
NORTHWESTERN	43.9%	0.0%	1.2%	18.1%	10.6%	13.4%	12.8%
ST. CLAIR	44.1%	0.0%	0.5%	15.1%	12.8%	15.4%	12.1%
GROUP 3							
DELTA	53.4%	0.0%	1.7%	13.1%	10.3%	12.3%	9.3%
GRAND RAPIDS	52.9%	0.0%	1.3%	12.6%	8.9%	12.6%	11.6%
HENRY FORD	53.8%	0.0%	1.9%	10.0%	10.4%	14.1%	9.8%
KALAMAZOO VALLEY	52.3%	0.0%	2.7%	10.3%	11.8%	11.2%	11.7%
MOTT	42.3%	0.0%	1.0%	13.0%	18.2%	11.7%	13.9%
SCHOOLCRAFT	41.9%	0.0%	3.4%	15.0%	12.1%	14.2%	13.4%
WASHTENAW	48.0%	0.0%	0.1%	12.2%	14.1%	12.2%	13.4%
WAYNE COUNTY	37.9%	0.0%	1.3%	9.4%	23.2%	14.2%	14.0%
GROUP 4							
LANSING	44.1%	0.0%	2.3%	17.8%	14.4%	10.7%	10.7%
MACOMB	46.5%	0.0%	3.2%	16.7%	11.3%	9.3%	13.0%
OAKLAND	48.7%	0.0%	0.1%	16.4%	11.0%	11.7%	12.1%
STATE AGGREGATE	47.1%	0.0%	1.5%	13.3%	12.9%	13.2%	11.9%

Capital expenditures excluded.

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

TABLE 29
EXPENDITURES PER FYES AND CHES
2011-12

	EXPENDITURES PER FYES	EXPENDITURES PER CHES	OPERATING FUND EXPENDITURES	FYES	CHES
<i>GROUP 1</i>					
ALPENA	\$10,633	\$9,080	\$14,584,131	1,372	1,606
BAY DE NOC	\$8,513	\$8,401	\$17,419,835	2,046	2,074
GLEN OAKS	\$10,100	\$8,558	\$10,270,126	1,017	1,200
GOGEBIC	\$10,957	\$8,985	\$9,437,619	861	1,050
KIRTLAND	\$11,837	\$9,443	\$14,555,777	1,230	1,541
MID MICHIGAN	\$6,707	\$5,536	\$21,398,239	3,191	3,866
MONTCALM	\$10,911	\$9,357	\$13,657,853	1,252	1,460
NORTH CENTRAL	\$9,005	\$7,233	\$14,451,359	1,605	1,998
SOUTHWESTERN	\$10,374	\$8,309	\$20,899,499	2,015	2,515
WEST SHORE	\$11,593	\$9,942	\$11,331,445	977	1,140
<i>GROUP 2</i>					
JACKSON	\$8,727	\$8,057	\$42,861,190	4,912	5,320
KELLOGG	\$8,343	\$7,143	\$34,831,452	4,175	4,877
LAKE MICHIGAN	\$10,177	\$7,439	\$27,543,930	2,707	3,702
MONROE	\$9,603	\$8,068	\$25,679,324	2,674	3,183
MUSKEGON	\$9,360	\$7,763	\$31,096,980	3,323	4,006
NORTHWESTERN	\$11,042	\$8,664	\$38,268,861	3,466	4,417
ST. CLAIR	\$8,425	\$7,465	\$27,761,552	3,295	3,719
<i>GROUP 3</i>					
DELTA	\$8,393	\$6,900	\$64,790,202	7,719	9,390
GRAND RAPIDS	\$9,318	\$8,068	\$107,605,293	11,549	13,337
HENRY FORD	\$7,369	\$6,825	\$94,008,684	12,758	13,774
KALAMAZOO VALLEY	\$7,024	\$5,901	\$52,105,029	7,418	8,830
MOTT	\$9,700	\$7,618	\$75,831,815	7,818	9,954
SCHOOLCRAFT	\$7,633	\$6,561	\$69,273,677	9,075	10,558
WASHTENAW	\$10,192	\$8,137	\$87,000,934	8,536	10,692
WAYNE COUNTY	\$8,422	\$6,921	\$93,010,953	11,044	13,438
<i>GROUP 4</i>					
LANSING	\$8,031	\$6,975	\$106,263,338	13,232	15,235
MACOMB	\$6,813	\$5,420	\$108,962,958	15,992	20,105
OAKLAND	\$7,005	\$6,026	\$137,099,311	19,571	22,752
STATE AGGREGATE	\$8,324	\$7,009	\$1,372,001,366	164,827	195,737
STATE AVERAGE	\$9,150	\$7,671			

Capital expenditures excluded.

TABLE 30
INSTRUCTIONAL COST
2011-12

	COST PER FYES	COST PER CHES	INSTRUCTION EXPENDITURES	FYES	CHES
<i>GROUP 1</i>					
ALPENA	\$5,889	\$5,029	\$8,077,102	1,372	1,606
BAY DE NOC	\$4,135	\$4,080	\$8,460,040	2,046	2,074
GLEN OAKS	\$4,281	\$3,628	\$4,353,064	1,017	1,200
GOGEBIC	\$5,138	\$4,213	\$4,425,364	861	1,050
KIRTLAND	\$5,350	\$4,268	\$6,579,072	1,230	1,541
MID MICHIGAN	\$3,149	\$2,599	\$10,048,208	3,191	3,866
MONTCALM	\$5,163	\$4,428	\$6,462,937	1,252	1,460
NORTH CENTRAL	\$4,089	\$3,284	\$6,561,715	1,605	1,998
SOUTHWESTERN	\$4,458	\$3,571	\$8,981,320	2,015	2,515
WEST SHORE	\$4,584	\$3,931	\$4,480,228	977	1,140
<i>GROUP 2</i>					
JACKSON	\$4,058	\$3,746	\$19,930,280	4,912	5,320
KELLOGG	\$4,378	\$3,748	\$18,279,057	4,175	4,877
LAKE MICHIGAN	\$4,066	\$2,972	\$11,004,961	2,707	3,702
MONROE	\$4,806	\$4,038	\$12,852,368	2,674	3,183
MUSKEGON	\$4,690	\$3,890	\$15,583,823	3,323	4,006
NORTHWESTERN	\$4,844	\$3,801	\$16,788,422	3,466	4,417
ST. CLAIR	\$3,715	\$3,292	\$12,241,904	3,295	3,719
<i>GROUP 3</i>					
DELTA	\$4,478	\$3,682	\$34,569,589	7,719	9,390
GRAND RAPIDS	\$4,926	\$4,266	\$56,889,852	11,549	13,337
HENRY FORD	\$3,962	\$3,670	\$50,544,665	12,758	13,774
KALAMAZOO VALLEY	\$3,672	\$3,085	\$27,240,612	7,418	8,830
MOTT	\$4,099	\$3,219	\$32,043,431	7,818	9,954
SCHOOLCRAFT	\$3,196	\$2,747	\$28,999,994	9,075	10,558
WASHTENAW	\$4,891	\$3,905	\$41,747,991	8,536	10,692
WAYNE COUNTY	\$3,194	\$2,625	\$35,270,220	11,044	13,438
<i>GROUP 4</i>					
LANSING	\$3,542	\$3,077	\$46,871,270	13,232	15,235
MACOMB	\$3,169	\$2,521	\$50,681,316	15,992	20,105
OAKLAND	\$3,409	\$2,933	\$66,721,856	19,571	22,752
<i>STATE AGGREGATE</i>	<i>\$3,923</i>	<i>\$3,304</i>	<i>\$646,690,661</i>	<i>164,827</i>	<i>195,737</i>
<i>STATE AVERAGE</i>	<i>\$4,262</i>	<i>\$3,580</i>			

Capital expenditures excluded.

TABLE 31
COST PER STUDENT CONTACT HOUR AND STUDENT CREDIT HOUR
2011-12

ACS CODE & SUB-ACTIVITY	COST PER CONTACT HOUR	COST PER CREDIT HOUR	EXPENDITURES	CONTACT HOURS	CREDIT HOURS
1.1 GENERAL EDUCATION	\$5.98	\$107.30	\$309,308,029	51,703,665	2,882,519
1.2 BUSINESS & HUMAN SERVICES	\$6.47	\$121.29	\$126,305,458	19,513,217	1,041,371
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	\$12.15	\$284.49	\$66,145,767	5,444,092	232,506
1.4 HEALTH OCCUPATIONS	\$9.81	\$247.39	\$98,623,066	10,057,339	398,657
1.5 DEVELOPMENTAL EDUCATION & BASIC SKILLS	\$4.49	\$76.65	\$39,225,562	8,740,211	511,760
1.6 HUMAN DEVELOPMENT	\$4.53	\$112.76	\$3,199,914	705,996	28,379
1.7 PERSONAL INTEREST	\$4.21	\$268.47	\$3,882,865	921,578	14,463
1.0 INSTRUCTION TOTAL	\$6.66	\$126.56	\$646,690,661	97,086,098	5,109,655

Capital expenditures excluded.

TABLE 32
COST PER STUDENT CONTACT HOUR BY COLLEGE
2011-12

	ALL INSTRUCTION	GENERAL EDUCATION	BUSINESS & HUMAN SERVICES	TECHNICAL & INDUSTRIAL OCCUPATIONS	HEALTH OCCUPATIONS	DEVELOP. EDUC & BASIC SKILLS	HUMAN DEVELOP.	PERSONAL INTEREST
<i>GROUP 1</i>								
ALPENA	\$10.14	\$9.55	\$8.63	\$11.20	\$17.35	\$9.42	\$0.00	\$0.00
BAY DE NOC	\$8.23	\$7.36	\$8.81	\$13.65	\$9.53	\$4.10	\$38.66	\$4.08
GLEN OAKS	\$7.31	\$6.58	\$5.72	\$2.88	\$12.02	\$6.72	\$17,673.40	\$42.26
GOGEBIC	\$8.49	\$7.60	\$10.56	\$11.92	\$7.64	\$1.80	\$5.18	\$1.30
KIRTLAND	\$8.61	\$8.65	\$9.68	\$12.20	\$7.37	\$6.21	\$3.81	\$103.56
MID MICHIGAN	\$5.24	\$5.05	\$3.99	\$8.81	\$7.22	\$2.88	\$0.00	\$0.00
MONTCALM	\$8.93	\$7.71	\$8.76	\$16.97	\$11.25	\$7.22	\$18.99	\$0.00
NORTH CENTRAL	\$6.62	\$5.91	\$6.54	\$5.96	\$9.56	\$8.37	\$6.46	\$0.00
SOUTHWESTERN	\$7.20	\$6.09	\$4.21	\$11.41	\$10.39	\$7.27	\$4.76	\$67.35
WEST SHORE	\$7.92	\$7.78	\$9.55	\$10.12	\$7.86	\$5.43	\$0.00	\$0.00
<i>GROUP 2</i>								
JACKSON	\$7.55	\$5.72	\$8.78	\$11.34	\$9.46	\$9.55	\$2.75	\$0.00
KELLOGG	\$7.56	\$5.80	\$5.87	\$15.90	\$15.51	\$5.76	\$1.99	\$4.04
LAKE MICHIGAN	\$5.99	\$5.96	\$7.75	\$10.95	\$5.16	\$4.81	\$2.21	\$1.69
MONROE	\$8.14	\$6.73	\$8.23	\$10.30	\$12.56	\$7.10	\$24.66	\$9.61
MUSKEGON	\$7.84	\$7.13	\$6.57	\$10.61	\$12.98	\$6.84	\$0.36	\$11.95
NORTHWESTERN	\$7.66	\$6.25	\$8.42	\$16.90	\$10.48	\$4.04	\$2.94	\$4.09
ST. CLAIR	\$6.64	\$6.22	\$5.31	\$8.99	\$8.24	\$8.35	\$3.35	\$0.00
<i>GROUP 3</i>								
DELTA	\$7.42	\$6.66	\$6.44	\$10.44	\$12.55	\$6.81	\$6.23	\$6.12
GRAND RAPIDS	\$8.60	\$7.51	\$9.93	\$17.65	\$10.91	\$5.93	\$4.31	\$0.00
HENRY FORD	\$7.40	\$8.50	\$7.04	\$13.35	\$8.63	\$0.67	\$0.14	\$5.66
KALAMAZOO VALLEY	\$6.22	\$4.95	\$5.20	\$9.64	\$12.43	\$8.87	\$0.00	\$0.00
MOTT	\$6.49	\$5.75	\$5.69	\$7.28	\$12.78	\$5.09	\$5.25	\$82.13
SCHOOLCRAFT	\$5.54	\$4.83	\$6.38	\$9.46	\$10.47	\$4.67	\$3.34	\$2.30
WASHTENAW	\$7.87	\$5.61	\$9.08	\$23.62	\$11.87	\$5.11	\$6.20	\$2.63
WAYNE COUNTY	\$5.29	\$5.14	\$5.28	\$5.62	\$5.96	\$5.14	\$5.21	\$6.61
<i>GROUP 4</i>								
LANSING	\$6.20	\$5.11	\$5.98	\$9.87	\$9.10	\$7.02	\$3.77	\$1.50
MACOMB	\$5.08	\$4.46	\$4.09	\$14.93	\$9.43	\$0.92	\$1.22	\$1.35
OAKLAND	\$5.91	\$6.17	\$6.34	\$9.67	\$9.26	\$0.59	\$0.00	\$0.24
STATE AGGREGATE	\$6.66	\$5.98	\$6.47	\$12.15	\$9.81	\$4.49	\$4.53	\$4.21
STATE AVERAGE	\$7.22	\$6.46	\$7.10	\$11.49	\$10.28	\$5.60	\$712.90	\$12.17

Capital expenditures excluded.

TABLE 33
INFORMATION TECHNOLOGY COST
2011-12

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	INFORMATION TECHNOLOGY EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
<i>GROUP 1</i>							
ALPENA	\$0	\$0	\$0	\$0	1,372	1,606	2,678
BAY DE NOC	\$0	\$0	\$0	\$0	2,046	2,074	5,125
GLEN OAKS	\$0	\$0	\$0	\$0	1,017	1,200	2,012
GOGEBIC	\$0	\$0	\$0	\$0	861	1,050	1,568
KIRTLAND	\$0	\$0	\$0	\$0	1,230	1,541	2,986
MID MICHIGAN	\$0	\$0	\$0	\$0	3,191	3,866	7,005
MONTCALM	\$0	\$0	\$0	\$0	1,252	1,460	4,318
NORTH CENTRAL	\$0	\$0	\$0	\$0	1,605	1,998	4,543
SOUTHWESTERN	\$0	\$0	\$0	\$0	2,015	2,515	3,930
WEST SHORE	\$0	\$0	\$0	\$0	977	1,140	2,391
<i>GROUP 2</i>							
JACKSON	\$0	\$0	\$0	\$0	4,912	5,320	9,858
KELLOGG	\$0	\$0	\$0	\$0	4,175	4,877	14,571
LAKE MICHIGAN	\$0	\$0	\$0	\$0	2,707	3,702	7,169
MONROE	\$0	\$0	\$0	\$0	2,674	3,183	8,375
MUSKEGON	\$0	\$0	\$0	\$0	3,323	4,006	8,162
NORTHWESTERN	\$0	\$0	\$0	\$0	3,466	4,417	14,111
ST. CLAIR	\$0	\$0	\$0	\$0	3,295	3,719	7,521
<i>GROUP 3</i>							
DELTA	\$0	\$0	\$0	\$0	7,719	9,390	18,469
GRAND RAPIDS	\$0	\$0	\$0	\$0	11,549	13,337	25,162
HENRY FORD	\$0	\$0	\$0	\$0	12,758	13,774	28,505
KALAMAZOO VALLEY	\$0	\$0	\$0	\$0	7,418	8,830	16,801
MOTT	\$0	\$0	\$0	\$0	7,818	9,954	20,543
SCHOOLCRAFT	\$0	\$0	\$0	\$0	9,075	10,558	34,201
WASHTENAW	\$0	\$0	\$0	\$0	8,536	10,692	22,243
WAYNE COUNTY	\$0	\$0	\$0	\$0	11,044	13,438	74,975
<i>GROUP 4</i>							
LANSING	\$0	\$0	\$0	\$0	13,232	15,235	31,042
MACOMB	\$0	\$0	\$0	\$0	15,992	20,105	43,984
OAKLAND	\$0	\$0	\$0	\$0	19,571	22,752	49,578
STATE AGGREGATE	\$0	\$0	\$0	\$0	164,827	195,737	471,826
STATE AVERAGE	\$0	\$0	\$0				

*The Michigan Division of Education and Career Success, Community College Services, has eliminated the Information Technology Activity 2.0 from the ACS reporting 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 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 Administration Activity.

TABLE 34
INSTRUCTIONAL SUPPORT COST
2011-12

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	INSTRUCTIONAL SUPPORT EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
<i>GROUP 1</i>							
ALPENA	\$908	\$776	\$465	\$1,246,016	1,372	1,606	2,678
BAY DE NOC	\$620	\$612	\$247	\$1,268,362	2,046	2,074	5,125
GLEN OAKS	\$917	\$777	\$463	\$931,963	1,017	1,200	2,012
GOGEBIC	\$1,157	\$949	\$636	\$996,753	861	1,050	1,568
KIRTLAND	\$1,712	\$1,366	\$705	\$2,105,610	1,230	1,541	2,986
MID MICHIGAN	\$822	\$679	\$375	\$2,624,005	3,191	3,866	7,005
MONTCALM	\$1,427	\$1,224	\$414	\$1,786,455	1,252	1,460	4,318
NORTH CENTRAL	\$997	\$801	\$352	\$1,600,154	1,605	1,998	4,543
SOUTHWESTERN	\$1,097	\$878	\$562	\$2,209,261	2,015	2,515	3,930
WEST SHORE	\$1,033	\$886	\$422	\$1,009,756	977	1,140	2,391
<i>GROUP 2</i>							
JACKSON	\$654	\$604	\$326	\$3,214,395	4,912	5,320	9,858
KELLOGG	\$1,429	\$1,223	\$409	\$5,964,782	4,175	4,877	14,571
LAKE MICHIGAN	\$1,192	\$872	\$450	\$3,227,398	2,707	3,702	7,169
MONROE	\$1,419	\$1,192	\$453	\$3,794,245	2,674	3,183	8,375
MUSKEGON	\$995	\$825	\$405	\$3,306,808	3,323	4,006	8,162
NORTHWESTERN	\$1,995	\$1,565	\$490	\$6,913,667	3,466	4,417	14,111
ST. CLAIR	\$1,276	\$1,131	\$559	\$4,204,283	3,295	3,719	7,521
<i>GROUP 3</i>							
DELTA	\$1,098	\$903	\$459	\$8,477,409	7,719	9,390	18,469
GRAND RAPIDS	\$1,175	\$1,017	\$539	\$13,567,803	11,549	13,337	25,162
HENRY FORD	\$734	\$679	\$328	\$9,358,110	12,758	13,774	28,505
KALAMAZOO VALLEY	\$724	\$608	\$320	\$5,371,498	7,418	8,830	16,801
MOTT	\$1,258	\$988	\$479	\$9,831,089	7,818	9,954	20,543
SCHOOLCRAFT	\$1,146	\$985	\$304	\$10,397,679	9,075	10,558	34,201
WASHTENAW	\$1,241	\$991	\$476	\$10,596,366	8,536	10,692	22,243
WAYNE COUNTY	\$794	\$652	\$117	\$8,767,377	11,044	13,438	74,975
<i>GROUP 4</i>							
LANSING	\$1,432	\$1,244	\$611	\$18,951,345	13,232	15,235	31,042
MACOMB	\$1,138	\$906	\$414	\$18,206,977	15,992	20,105	43,984
OAKLAND	\$1,150	\$989	\$454	\$22,508,356	19,571	22,752	49,578
<i>STATE AGGREGATE</i>	<i>\$1,107</i>	<i>\$932</i>	<i>\$387</i>	<i>\$182,437,922</i>	<i>164,827</i>	<i>195,737</i>	<i>471,826</i>
<i>STATE AVERAGE</i>	<i>\$1,126</i>	<i>\$940</i>	<i>\$437</i>				

Capital expenditures excluded.

TABLE 35
STUDENT SERVICES COST
2011-12

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	STUDENT SERVICES EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
<i>GROUP 1</i>							
ALPENA	\$1,081	\$923	\$554	\$1,483,092	1,372	1,606	2,678
BAY DE NOC	\$725	\$715	\$289	\$1,482,911	2,046	2,074	5,125
GLEN OAKS	\$1,531	\$1,297	\$774	\$1,556,928	1,017	1,200	2,012
GOGEBIC	\$1,610	\$1,320	\$884	\$1,386,551	861	1,050	1,568
KIRTLAND	\$1,170	\$934	\$482	\$1,439,302	1,230	1,541	2,986
MID MICHIGAN	\$842	\$695	\$383	\$2,685,533	3,191	3,866	7,005
MONTCALM	\$1,097	\$940	\$318	\$1,372,687	1,252	1,460	4,318
NORTH CENTRAL	\$1,611	\$1,294	\$569	\$2,585,196	1,605	1,998	4,543
SOUTHWESTERN	\$1,438	\$1,152	\$737	\$2,896,290	2,015	2,515	3,930
WEST SHORE	\$1,064	\$913	\$435	\$1,039,981	977	1,140	2,391
<i>GROUP 2</i>							
JACKSON	\$1,182	\$1,091	\$589	\$5,806,224	4,912	5,320	9,858
KELLOGG	\$762	\$653	\$218	\$3,182,252	4,175	4,877	14,571
LAKE MICHIGAN	\$1,451	\$1,061	\$548	\$3,927,767	2,707	3,702	7,169
MONROE	\$1,122	\$943	\$358	\$3,000,796	2,674	3,183	8,375
MUSKEGON	\$1,523	\$1,263	\$620	\$5,060,749	3,323	4,006	8,162
NORTHWESTERN	\$1,169	\$918	\$287	\$4,052,932	3,466	4,417	14,111
ST. CLAIR	\$1,079	\$956	\$473	\$3,555,709	3,295	3,719	7,521
<i>GROUP 3</i>							
DELTA	\$864	\$710	\$361	\$6,669,199	7,719	9,390	18,469
GRAND RAPIDS	\$831	\$720	\$382	\$9,600,345	11,549	13,337	25,162
HENRY FORD	\$769	\$712	\$344	\$9,806,690	12,758	13,774	28,505
KALAMAZOO VALLEY	\$830	\$697	\$366	\$6,157,255	7,418	8,830	16,801
MOTT	\$1,761	\$1,383	\$670	\$13,768,621	7,818	9,954	20,543
SCHOOLCRAFT	\$922	\$792	\$245	\$8,366,909	9,075	10,558	34,201
WASHTENAW	\$1,436	\$1,146	\$551	\$12,256,115	8,536	10,692	22,243
WAYNE COUNTY	\$1,951	\$1,604	\$287	\$21,549,311	11,044	13,438	74,975
<i>GROUP 4</i>							
LANSING	\$1,155	\$1,003	\$492	\$15,281,896	13,232	15,235	31,042
MACOMB	\$769	\$611	\$279	\$12,290,255	15,992	20,105	43,984
OAKLAND	\$773	\$665	\$305	\$15,131,295	19,571	22,752	49,578
<i>STATE AGGREGATE</i>	<i>\$1,076</i>	<i>\$906</i>	<i>\$376</i>	<i>\$177,392,791</i>	<i>164,827</i>	<i>195,737</i>	<i>471,826</i>
<i>STATE AVERAGE</i>	<i>\$1,161</i>	<i>\$968</i>	<i>\$457</i>				

Capital expenditures excluded.

TABLE 36
SALARY AND FRINGE BENEFIT COSTS
2011-12

	<i>COLUMN B</i>	<i>COLUMN C</i>	<i>COLUMN D</i>	<i>COLUMN E</i>	<i>COLUMN F</i>
	SALARIES	FRINGE BENEFITS	COMPENSATION <i>COLUMNS B + C</i>	COMPENSATION % <i>COLUMN D / F</i>	TOTAL EXPENDITURES
<i>GROUP 1</i>					
ALPENA	\$8,151,774	\$4,134,093	\$12,285,867	84.2%	\$14,584,131
BAY DE NOC	\$9,522,383	\$4,376,873	\$13,899,256	79.7%	\$17,441,273
GLEN OAKS	\$5,718,285	\$2,682,835	\$8,401,120	81.5%	\$10,311,677
GOGEBIC	\$4,948,546	\$2,603,990	\$7,552,536	78.1%	\$9,668,798
KIRTLAND	\$7,154,275	\$3,803,547	\$10,957,822	75.0%	\$14,602,676
MID MICHIGAN	\$11,773,139	\$5,623,757	\$17,396,896	81.3%	\$21,398,239
MONTCALM	\$6,878,437	\$4,033,500	\$10,911,937	79.1%	\$13,795,077
NORTH CENTRAL	\$7,214,140	\$3,669,423	\$10,883,563	74.4%	\$14,629,834
SOUTHWESTERN	\$9,574,086	\$4,204,238	\$13,778,324	65.9%	\$20,899,499
WEST SHORE	\$5,906,683	\$3,218,817	\$9,125,500	80.5%	\$11,331,445
<i>GROUP 2</i>					
JACKSON	\$23,452,330	\$10,841,985	\$34,294,315	79.5%	\$43,121,704
KELLOGG	\$18,998,786	\$8,092,473	\$27,091,259	77.2%	\$35,112,641
LAKE MICHIGAN	\$15,413,562	\$6,826,910	\$22,240,472	80.4%	\$27,657,579
MONROE	\$14,571,892	\$7,146,658	\$21,718,550	83.4%	\$26,028,330
MUSKEGON	\$16,010,363	\$7,137,438	\$23,147,801	74.4%	\$31,096,980
NORTHWESTERN	\$20,292,142	\$8,496,981	\$28,789,123	74.7%	\$38,554,731
ST. CLAIR	\$14,834,676	\$7,397,194	\$22,231,870	80.0%	\$27,774,337
<i>GROUP 3</i>					
DELTA	\$37,739,109	\$15,740,919	\$53,480,028	82.0%	\$65,200,130
GRAND RAPIDS	\$62,356,332	\$27,439,359	\$89,795,691	83.2%	\$107,883,679
HENRY FORD	\$50,279,903	\$21,056,302	\$71,336,205	75.1%	\$94,938,040
KALAMAZOO VALLEY	\$28,995,338	\$12,311,875	\$41,307,213	79.1%	\$52,241,045
MOTT	\$40,532,680	\$17,816,262	\$58,348,942	76.1%	\$76,674,412
SCHOOLCRAFT	\$37,637,176	\$17,448,140	\$55,085,316	77.9%	\$70,716,869
WASHTENAW	\$49,529,730	\$23,081,764	\$72,611,494	82.9%	\$87,602,524
WAYNE COUNTY	\$45,702,614	\$21,080,070	\$66,782,684	71.2%	\$93,790,835
<i>GROUP 4</i>					
LANSING	\$62,628,435	\$26,314,698	\$88,943,133	83.7%	\$106,263,338
MACOMB	\$63,349,711	\$28,676,024	\$92,025,735	84.3%	\$109,122,207
OAKLAND	\$73,093,517	\$33,508,154	\$106,601,671	77.8%	\$137,099,311
STATE AGGREGATE	\$752,260,044	\$338,764,279	\$1,091,024,323	79.1%	\$1,379,541,341

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

TABLE 37
COST PER SQUARE FOOT
2011-12

	COST PER SQUARE FOOT	PHYSICAL PLANT COST LESS ENERGY	SQUARE FEET
<i>GROUP 1</i>			
ALPENA	\$3.06	\$1,148,331	375,559
BAY DE NOC	\$3.70	\$1,432,675	387,154
GLEN OAKS	\$4.21	\$837,896	198,848
GOGEBIC	\$2.06	\$474,031	230,650
KIRTLAND	\$6.09	\$1,704,370	279,821
MID MICHIGAN	\$4.40	\$1,508,919	343,132
MONTCALM	\$4.06	\$983,971	242,580
NORTH CENTRAL	\$4.64	\$1,163,778	250,645
SOUTHWESTERN	\$4.18	\$1,993,125	477,171
WEST SHORE	\$4.77	\$1,250,119	261,817
<i>GROUP 2</i>			
JACKSON	\$5.79	\$4,119,363	712,001
KELLOGG	\$4.85	\$2,890,051	595,328
LAKE MICHIGAN	\$5.29	\$2,891,988	546,214
MONROE	\$5.97	\$2,395,453	401,172
MUSKEGON	\$4.94	\$2,340,100	473,389
NORTHWESTERN	\$5.28	\$4,066,511	769,995
ST. CLAIR	\$5.39	\$2,524,319	468,692
<i>GROUP 3</i>			
DELTA	\$4.74	\$4,804,774	1,013,632
GRAND RAPIDS	\$7.36	\$9,737,031	1,322,529
HENRY FORD	\$9.25	\$8,040,664	869,718
KALAMAZOO VALLEY	\$6.40	\$4,685,065	731,719
MOTT	\$8.94	\$9,381,611	1,049,594
SCHOOLCRAFT	\$10.78	\$7,867,996	729,773
WASHTENAW	\$7.99	\$9,388,073	1,174,726
WAYNE COUNTY	\$7.21	\$10,913,705	1,513,262
<i>GROUP 4</i>			
LANSING	\$5.94	\$8,873,932	1,494,404
MACOMB	\$6.38	\$10,792,323	1,692,339
OAKLAND	\$5.74	\$12,822,721	2,235,584
STATE AGGREGATE	\$6.29	\$131,032,895	20,841,448

Capital expenditures included.

TABLE 38
ENERGY COST PER CUBIC FOOT
2011-12

	ENERGY COST PER CUBIC FOOT	ENERGY EXPENDITURES	CUBIC FEET
<i>GROUP 1</i>			
ALPENA	\$0.0688	412,085	5,992,916
BAY DE NOC	\$0.1277	588,877	4,611,408
GLEN OAKS	\$0.1017	247,489	2,432,352
GOGEBIC	\$0.0595	235,068	3,949,567
KIRTLAND	\$0.1675	481,842	2,877,023
MID MICHIGAN	\$0.1349	651,483	4,828,535
MONTCALM	\$0.1233	477,476	3,871,256
NORTH CENTRAL	\$0.0995	322,775	3,245,245
SOUTHWESTERN	\$0.1152	776,619	6,742,960
WEST SHORE	\$0.1200	528,648	4,405,592
<i>GROUP 2</i>			
JACKSON	\$0.1076	1,205,429	11,200,465
KELLOGG	\$0.0798	680,343	8,522,273
LAKE MICHIGAN	\$0.0575	610,987	10,633,455
MONROE	\$0.0968	620,495	6,407,206
MUSKEGON	\$0.0592	364,662	6,158,770
NORTHWESTERN	\$0.0870	931,657	10,709,471
ST. CLAIR	\$0.1177	844,466	7,171,759
<i>GROUP 3</i>			
DELTA	\$0.0788	1,206,338	15,308,193
GRAND RAPIDS	\$0.1370	2,798,008	20,420,804
HENRY FORD	\$0.1060	1,291,035	12,177,407
KALAMAZOO VALLEY	\$0.1245	1,442,029	11,584,773
MOTT	\$0.1350	2,015,524	14,927,991
SCHOOLCRAFT	\$0.1207	1,539,809	12,755,396
WASHTENAW	\$0.1371	2,414,720	17,613,827
WAYNE COUNTY	\$0.1063	2,235,540	21,030,443
<i>GROUP 4</i>			
LANSING	\$0.1455	2,546,219	17,499,470
MACOMB	\$0.1156	3,323,022	28,740,785
OAKLAND	\$0.1210	3,739,841	30,908,045
<i>STATE AGGREGATE</i>	<i>\$0.1126</i>	<i>\$34,532,486</i>	<i>306,727,387</i>

SECTION V

ADDITIONAL DATA SETS FOR FY 2011-12

TABLE 39
INSTRUCTIONAL NEED
Fiscal Year 2011-12

	1.1 GENERAL EDUCATION			1.2 BUSINESS & HUMAN SERVICES			1.3 TECHNICAL & INDUSTRIAL		
	CONTACT HOURS	COST PER CONTACT HOUR	TARGET NEED	CONTACT HOURS	COST PER CONTACT HOUR	TARGET NEED	CONTACT HOURS	COST PER CONTACT HOUR	TARGET NEED
ALPENA	242,472	\$9.55	\$1,449,983	141,604	\$8.63	\$916,178	127,143	\$11.20	\$1,544,787
BAY DE NOC	246,176	\$7.36	\$1,472,132	217,991	\$8.81	\$1,410,402	78,280	\$13.65	\$951,102
DELTA	2,201,858	\$6.66	\$13,167,111	914,304	\$6.44	\$5,915,547	350,317	\$10.44	\$4,256,352
GLEN OAKS	235,298	\$6.58	\$1,407,082	102,279	\$5.72	\$661,745	59,609	\$2.88	\$724,249
GOGEBIC	94,372	\$7.60	\$564,345	105,242	\$10.56	\$680,916	53,808	\$11.92	\$653,767
GRAND RAPIDS	2,764,627	\$7.51	\$16,532,469	1,299,864	\$9.93	\$8,410,120	323,469	\$17.65	\$3,930,148
HENRY FORD	1,043,688	\$8.50	\$6,241,254	1,193,236	\$7.04	\$7,720,237	301,202	\$13.35	\$3,659,604
JACKSON	730,842	\$5.72	\$4,370,435	372,020	\$8.78	\$2,406,969	78,901	\$11.34	\$958,647
KALAMAZOO VALLEY	1,923,696	\$4.95	\$11,503,702	977,772	\$5.20	\$6,326,185	351,891	\$9.64	\$4,275,476
KELLOGG	731,877	\$5.80	\$4,376,624	601,619	\$5.87	\$3,892,475	113,002	\$15.90	\$1,372,974
KIRTLAND	210,856	\$8.65	\$1,260,919	143,528	\$9.68	\$928,626	64,043	\$12.20	\$778,122
LAKE MICHIGAN	731,976	\$5.96	\$4,377,216	215,635	\$7.75	\$1,395,158	77,901	\$10.95	\$946,497
LANSING	2,432,820	\$5.11	\$14,548,264	1,421,839	\$5.98	\$9,199,298	557,268	\$9.87	\$6,770,806
MACOMB	5,096,925	\$4.46	\$30,479,612	2,348,671	\$4.09	\$15,195,901	536,889	\$14.93	\$6,523,201
MID MICHIGAN	257,948	\$5.05	\$1,542,529	394,488	\$3.99	\$2,552,337	92,521	\$8.81	\$1,124,130
MONROE	679,932	\$6.73	\$4,065,993	310,511	\$8.23	\$2,009,006	137,179	\$10.30	\$1,666,725
MONTCALM	294,634	\$7.71	\$1,761,911	136,297	\$8.76	\$881,842	35,736	\$16.97	\$434,192
MOTT	1,767,172	\$5.75	\$10,567,689	1,299,940	\$5.69	\$8,410,612	397,462	\$7.28	\$4,829,163
MUSKEGON	791,461	\$7.13	\$4,732,937	356,098	\$6.57	\$2,303,954	157,116	\$10.61	\$1,908,959
NORTH CENTRAL	232,098	\$5.91	\$1,387,946	209,139	\$6.54	\$1,353,129	4,823	\$5.96	\$58,599
NORTHWESTERN	663,709	\$6.25	\$3,968,980	422,939	\$8.42	\$2,736,415	202,276	\$16.90	\$2,457,653
OAKLAND	5,110,629	\$6.17	\$30,561,561	2,224,892	\$6.34	\$14,395,051	420,680	\$9.67	\$5,111,262
ST. CLAIR	788,549	\$6.22	\$4,715,523	379,755	\$5.31	\$2,457,015	93,387	\$8.99	\$1,134,652
SCHOOLCRAFT	1,755,042	\$4.83	\$10,495,151	1,281,456	\$6.38	\$8,291,020	132,900	\$9.46	\$1,614,735
SOUTHWESTERN	242,400	\$6.09	\$1,449,552	240,066	\$4.21	\$1,553,227	87,715	\$11.41	\$1,065,737
WASHTENAW	2,051,885	\$5.61	\$12,270,272	1,017,873	\$9.08	\$6,585,638	370,016	\$23.62	\$4,495,694
WAYNE COUNTY	3,241,250	\$5.14	\$19,382,675	1,080,495	\$5.28	\$6,990,803	210,816	\$5.62	\$2,561,414
WEST SHORE	240,784	\$7.78	\$1,439,888	103,664	\$9.55	\$670,706	27,742	\$10.12	\$337,065
STATE TOTAL	36,804,976	\$5.98	\$220,093,755	19,513,217	\$6.47	\$126,250,512	5,444,092	\$12.15	\$66,145,712

TABLE 39 (continued)
INSTRUCTIONAL NEED
Fiscal Year 2011-12

	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	48,216	\$17.35	28,432	\$9.42	0	\$0.00
BAY DE NOC	158,762	\$9.53	77,536	\$4.10	134	\$38.66
DELTA	405,803	\$12.55	337,885	\$6.81	39,213	\$6.23
GLEN OAKS	114,598	\$12.02	34,675	\$6.72	5	\$17,673.40
GOGEBIC	95,834	\$7.64	7,984	\$1.80	7,200	\$5.18
GRAND RAPIDS	599,064	\$10.91	755,424	\$5.93	14,784	\$4.31
HENRY FORD	962,729	\$8.63	908,084	\$0.67	23,800	\$0.14
JACKSON	488,925	\$9.46	376,145	\$9.55	3,195	\$2.75
KALAMAZOO VALLEY	400,248	\$12.43	175,536	\$8.87	0	\$0.00
KELLOGG	325,860	\$15.51	217,075	\$5.76	7,005	\$1.99
KIRTLAND	205,237	\$7.37	63,192	\$6.21	324	\$3.81
LAKE MICHIGAN	393,397	\$5.16	184,077	\$4.81	30,190	\$2.21
LANSING	750,916	\$9.10	875,808	\$7.02	99,072	\$3.77
MACOMB	664,799	\$9.43	435,907	\$0.92	67,330	\$1.22
MID MICHIGAN	368,481	\$7.22	167,590	\$2.88	345	\$0.00
MONROE	197,757	\$12.56	102,848	\$7.10	1,484	\$24.66
MONTCALM	120,023	\$11.25	32,201	\$7.22	143	\$18.99
MOTT	473,588	\$12.78	591,001	\$5.09	26,442	\$5.25
MUSKEGON	191,698	\$12.98	140,514	\$6.84	2,688	\$0.36
NORTH CENTRAL	122,399	\$9.56	47,115	\$8.37	21,249	\$6.46
NORTHWESTERN	145,562	\$10.48	182,908	\$4.04	12,364	\$2.94
OAKLAND	965,073	\$9.26	1,240,225	\$0.59	0	\$0.00
ST. CLAIR	355,406	\$8.24	83,364	\$8.35	12,737	\$3.35
SCHOOLCRAFT	297,286	\$10.47	343,380	\$4.67	30,357	\$3.34
SOUTHWESTERN	137,713	\$10.39	161,120	\$7.27	15,355	\$4.76
WASHTENAW	380,364	\$11.87	331,044	\$5.11	49,039	\$6.20
WAYNE COUNTY	589,121	\$5.96	792,949	\$5.14	241,541	\$5.21
WEST SHORE	98,480	\$7.86	46,192	\$5.43	0	\$0.00
STATE TOTAL	10,057,339	\$9.81	8,740,211	\$4.49	705,996	\$4.53

TABLE 40
NON-INSTRUCTIONAL DATA SETS
2011-12

	INSTRUCTIONAL SUPPORT EXPENDITURES	STUDENT SERVICES LESS ATHLETICS	UNDUPLICATED STUDENT HEADCOUNT	COST PER STUDENT	PELL RECIPIENT
ALPENA	\$1,488,830	\$1,217,765	2,678	\$455	1,369
BAY DE NOC	\$1,894,146	\$1,482,911	5,125	\$289	1,806
DELTA	\$9,574,843	\$6,160,223	18,469	\$334	7,237
GLEN OAKS	\$1,344,089	\$1,313,321	2,012	\$653	945
GOGEBIC	\$959,516	\$1,215,669	1,568	\$775	728
GRAND RAPIDS	\$12,608,766	\$8,888,385	25,162	\$353	10,760
HENRY FORD	\$10,312,690	\$9,315,990	28,505	\$327	14,020
JACKSON	\$4,697,804	\$4,328,302	9,858	\$439	5,188
KALAMAZOO VALLEY	\$8,850,584	\$5,785,241	16,801	\$344	6,905
KELLOGG	\$4,568,903	\$3,085,127	14,571	\$212	4,267
KIRTLAND	\$1,737,860	\$1,439,302	2,986	\$482	1,466
LAKE MICHIGAN	\$3,808,650	\$3,508,654	7,169	\$489	2,693
LANSING	\$13,947,789	\$14,615,858	31,042	\$471	10,929
MACOMB	\$20,124,264	\$12,065,600	43,984	\$274	11,154
MID MICHIGAN	\$3,163,986	\$2,685,533	7,005	\$383	3,470
MONROE	\$3,349,576	\$3,000,796	8,375	\$358	2,250
MONTCALM	\$1,452,198	\$1,372,687	4,318	\$318	1,445
MOTT	\$10,304,824	\$12,960,168	20,543	\$631	9,712
MUSKEGON	\$3,784,932	\$4,277,199	8,162	\$524	3,179
NORTH CENTRAL	\$1,421,710	\$2,585,196	4,543	\$569	1,567
NORTHWESTERN	\$3,784,531	\$4,052,932	14,111	\$287	2,791
OAKLAND	\$21,484,271	\$14,470,984	49,578	\$292	15,318
ST. CLAIR	\$4,034,490	\$3,177,969	7,521	\$423	2,579
SCHOOLCRAFT	\$8,248,870	\$7,787,885	34,201	\$228	6,388
SOUTHWESTERN	\$2,050,114	\$2,896,290	3,930	\$737	2,136
WASHTENAW	\$9,501,198	\$12,256,115	22,243	\$551	6,521
WAYNE COUNTY	\$12,991,668	\$21,418,986	74,975	\$286	19,110
WEST SHORE	\$1,194,980	\$1,039,981	2,391	\$435	951
STATE TOTAL	\$182,686,082	\$168,405,069	471,826	\$357	156,884

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

	FYES	OPERATING FUND EXPENDITURES
ALPENA	1,372	\$14,584,131
BAY DE NOC	2,046	\$17,419,835
DELTA	7,719	\$64,790,202
GLEN OAKS	1,017	\$10,270,126
GOGEBIC	861	\$9,437,619
GRAND RAPIDS	11,549	\$107,605,293
HENRY FORD	12,758	\$94,008,684
JACKSON	4,912	\$42,861,190
KALAMAZOO VALLEY	7,418	\$52,105,029
KELLOGG	4,175	\$34,831,452
KIRTLAND	1,230	\$14,555,777
LAKE MICHIGAN	2,707	\$27,543,930
LANSING	13,232	\$106,263,338
MACOMB	15,992	\$108,962,958
MID MICHIGAN	3,191	\$21,398,239
MONROE	2,674	\$25,679,324
MONTCALM	1,252	\$13,657,853
MOTT	7,818	\$75,831,815
MUSKEGON	3,323	\$31,096,980
NORTH CENTRAL	1,605	\$14,451,359
NORTHWESTERN	3,466	\$38,268,861
OAKLAND	19,571	\$137,099,311
ST. CLAIR	3,295	\$27,761,552
SCHOOLCRAFT	9,075	\$69,273,677
SOUTHWESTERN	2,015	\$20,899,499
WASHTENAW	8,536	\$87,000,934
WAYNE COUNTY	11,044	\$93,010,953
WEST SHORE	977	\$11,331,445
STATE TOTAL	164,827	\$1,372,001,366

TABLE 40 (continued)
NON-INSTRUCTIONAL DATA SETS
Fiscal Year 2011-12

	PHYSICAL PLANT EXPENDITURES LESS ENERGY	SQUARE FEET	COST PER SQUARE FOOT	PHYSICAL PLANT NEED	ENERGY EXPENDITURES	CUBIC FEET	COST PER CUBIC FOOT
ALPENA	\$1,148,331	375,559	\$3.06	\$2,332,221	\$412,085	5,992,916	\$0.0688
BAY DE NOC	\$1,432,675	387,154	\$3.70	\$2,404,226	\$588,877	4,611,408	\$0.1277
DELTA	\$4,796,581	1,013,632	\$4.73	\$6,294,655	\$1,206,338	15,308,193	\$0.0788
GLEN OAKS	\$837,896	198,848	\$4.21	\$1,234,846	\$247,489	2,432,352	\$0.1017
GOGEBIC	\$474,031	230,650	\$2.06	\$1,432,337	\$235,068	3,949,567	\$0.0595
GRAND RAPIDS	\$9,734,924	1,322,529	\$7.36	\$8,212,905	\$2,798,008	20,420,804	\$0.1370
HENRY FORD	\$7,966,928	869,718	\$9.16	\$5,400,949	\$1,291,035	12,177,407	\$0.1060
JACKSON	\$4,076,416	712,001	\$5.73	\$4,421,526	\$1,205,429	11,200,465	\$0.1076
KALAMAZOO VALLEY	\$4,663,310	731,719	\$6.37	\$4,543,975	\$1,442,029	11,584,773	\$0.1245
KELLOGG	\$2,799,590	595,328	\$4.70	\$3,696,987	\$680,343	8,522,273	\$0.0798
KIRTLAND	\$1,691,570	279,821	\$6.05	\$1,737,688	\$481,842	2,877,023	\$0.1675
LAKE MICHIGAN	\$2,886,938	546,214	\$5.29	\$3,391,989	\$610,987	10,633,455	\$0.0575
LANSING	\$8,873,932	1,494,404	\$5.94	\$9,280,249	\$2,546,219	17,499,470	\$0.1455
MACOMB	\$10,792,323	1,692,339	\$6.38	\$10,509,425	\$3,323,022	28,740,785	\$0.1156
MID MICHIGAN	\$1,508,919	343,132	\$4.40	\$2,130,850	\$651,483	4,828,535	\$0.1349
MONROE	\$2,352,351	401,172	\$5.86	\$2,491,278	\$620,495	6,407,206	\$0.0968
MONTCALM	\$952,604	242,580	\$3.93	\$1,506,422	\$477,476	3,871,256	\$0.1233
MOTT	\$8,543,768	1,049,594	\$8.14	\$6,517,979	\$2,015,524	14,927,991	\$0.1350
MUSKEGON	\$2,340,100	473,389	\$4.94	\$2,939,746	\$364,662	6,158,770	\$0.0592
NORTH CENTRAL	\$1,155,737	250,645	\$4.61	\$1,556,505	\$322,775	3,245,245	\$0.0995
NORTHWESTERN	\$3,977,712	769,995	\$5.17	\$4,781,669	\$931,657	10,709,471	\$0.0870
OAKLAND	\$12,822,721	2,235,584	\$5.74	\$13,882,977	\$3,739,841	30,908,045	\$0.1210
ST. CLAIR	\$2,511,534	468,692	\$5.36	\$2,910,577	\$844,466	7,171,759	\$0.1177
SCHOOLCRAFT	\$7,755,815	729,773	\$10.63	\$4,531,890	\$1,539,809	12,755,396	\$0.1207
SOUTHWESTERN	\$1,993,125	477,171	\$4.18	\$2,963,232	\$776,619	6,742,960	\$0.1152
WASHTENAW	\$9,229,654	1,174,726	\$7.86	\$7,295,048	\$2,414,720	17,613,827	\$0.1371
WAYNE COUNTY	\$10,794,830	1,513,262	\$7.13	\$9,397,357	\$2,235,540	21,030,443	\$0.1063
WEST SHORE	\$1,250,119	261,817	\$4.77	\$1,625,884	\$528,648	4,405,592	\$0.1200
STATE TOTAL	\$129,364,434	20,841,448	\$6.21	\$129,425,392	\$34,532,486	306,727,387	\$0.1126

TABLE 41
TAX GRANTS FOR
Fiscal Year 2011-12

	TAXABLE VALUE ('000)	FYES	TAXABLE VALUE PER FYES	OPERATING MILLAGE LEVIED	EQUALIZATION MILLAGE
ALPENA	\$1,051,725	1,372	\$767	2.5000	0.5500
BAY DE NOC	\$1,105,620	2,046	\$540	2.3076	0.5500
DELTA	\$11,315,673	7,719	\$1,466	2.0427	0.5500
GLEN OAKS	\$1,867,610	1,017	\$1,837	2.7249	0.5500
GOGEBIC	\$496,353	861	\$576	1.3129	0.3129
GRAND RAPIDS	\$21,136,226	11,549	\$1,830	1.7865	0.5500
HENRY FORD	\$3,543,882	12,758	\$278	3.0000	0.5500
JACKSON	\$4,162,798	4,912	\$848	1.1446	0.1446
KALAMAZOO VALLEY	\$8,032,830	7,418	\$1,083	2.4089	0.5500
KELLOGG	\$3,518,369	4,175	\$843	2.8636	0.5500
KIRTLAND	\$2,952,161	1,230	\$2,401	2.1093	0.5500
LAKE MICHIGAN	\$8,508,807	2,707	\$3,144	1.7854	0.5500
LANSING	\$10,477,692	13,232	\$792	3.8072	0.5500
MACOMB	\$25,938,526	15,992	\$1,622	1.4212	0.4212
MID MICHIGAN	\$1,879,751	3,191	\$589	1.2232	0.2232
MONROE	\$5,695,082	2,674	\$2,130	2.1794	0.5500
MONTCALM	\$2,141,294	1,252	\$1,711	2.7294	0.5500
MOTT	\$9,955,913	7,818	\$1,274	1.9896	0.5500
MUSKEGON	\$4,442,005	3,323	\$1,337	2.2037	0.5500
NORTH CENTRAL	\$2,651,643	1,605	\$1,652	2.1091	0.5500
NORTHWESTERN	\$4,285,385	3,466	\$1,237	2.1700	0.5500
OAKLAND	\$54,696,774	19,571	\$2,795	1.5844	0.5500
ST. CLAIR	\$5,289,473	3,295	\$1,605	1.8891	0.5500
SCHOOLCRAFT	\$12,890,975	9,075	\$1,420	1.7967	0.5500
SOUTHWESTERN	\$1,969,599	2,015	\$978	2.4280	0.5500
WASHTENAW	\$13,784,147	8,536	\$1,615	3.4576	0.5500
WAYNE COUNTY	\$27,798,788	11,044	\$2,517	2.2408	0.5500
WEST SHORE	\$2,681,685	977	\$2,744	2.1175	0.5500
STATE TOTAL	\$254,270,784	164,827	\$1,543		

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
2011-12

	IN DISTRICT CREDITS	OUT-OF- DISTRICT CREDITS	IN DISTRICT TUITION	OUT-OF- DISTRICT TUITION	AVERAGE TUITION REVENUE
ALPENA	22,895	19,622	\$99.00	\$154.00	\$4,726,744
BAY DE NOC	31,942	31,486	\$97.00	\$172.00	\$7,172,643
DELTA	202,103	37,195	\$84.00	\$130.00	\$22,594,145
GLEN OAKS	24,786	6,734	\$85.00	\$128.00	\$3,076,502
GOGEBIC	9,083	17,619	\$96.00	\$128.00	\$3,258,433
GRAND RAPIDS	273,346	84,666	\$95.50	\$209.50	\$35,391,428
HENRY FORD	103,420	292,087	\$75.00	\$135.00	\$49,966,849
JACKSON	75,123	77,135	\$100.50	\$141.50	\$17,302,855
KALAMAZOO VALLEY	177,209	52,746	\$79.50	\$132.00	\$22,642,750
KELLOGG	82,157	47,274	\$80.50	\$130.00	\$13,707,196
KIRTLAND	25,482	12,641	\$86.00	\$119.00	\$3,967,115
LAKE MICHIGAN	66,582	17,321	\$81.00	\$122.00	\$8,156,258
LANSING	265,716	144,474	\$79.00	\$158.00	\$43,147,930
MACOMB	415,595	80,171	\$84.00	\$128.00	\$46,979,818
MID MICHIGAN	32,495	66,414	\$88.00	\$161.00	\$12,132,775
MONROE	68,485	14,407	\$77.00	\$132.00	\$7,909,891
MONTCALM	27,888	10,919	\$83.00	\$153.00	\$3,931,615
MOTT	203,372	38,973	\$103.37	\$154.74	\$22,953,241
MUSKEGON	73,412	29,587	\$81.50	\$143.00	\$10,468,236
NORTH CENTRAL	18,119	31,631	\$74.50	\$123.00	\$6,005,503
NORTHWESTERN	58,393	49,038	\$82.10	\$159.40	\$11,913,737
OAKLAND	484,040	122,664	\$66.70	\$112.90	\$58,836,568
ST. CLAIR	85,045	17,097	\$91.00	\$177.00	\$9,710,909
SCHOOLCRAFT	154,921	126,407	\$84.00	\$123.00	\$31,088,408
SOUTHWESTERN	25,416	37,039	\$99.25	\$128.25	\$7,393,024
WASHTENAW	178,307	86,306	\$85.00	\$136.00	\$27,457,293
WAYNE COUNTY	311,280	31,091	\$89.00	\$110.00	\$31,115,014
WEST SHORE	25,963	4,336	\$79.00	\$138.00	\$2,840,340
STATE TOTAL	3,522,575	1,587,080	\$85.91	\$140.65	\$525,847,220

SECTION VI

DATA BOOK COMPANION

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACSXX62.XLS)

STATE TOTAL

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	323,639	148,187	471,826

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	6,322	42,766	648,985	271,200	920,185	36,804,976	14,898,689	51,703,665	6,139,288	2,030,076	852,443	2,882,519	92,984.5	104,241.3
1.2	BUSINESS & HUMAN SERVICES	6,283	22,048	253,797	126,675	380,472	13,457,616	6,055,601	19,513,217	19,078,240	719,589	321,782	1,041,371	33,592.6	39,341.2
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	4,395	9,562	58,919	38,052	96,971	3,527,392	1,916,700	5,444,092	5,385,559	148,375	84,131	232,506	7,500.2	10,976.0
1.4	HEALTH OCCUPATIONS	2,602	9,285	99,538	53,292	152,830	6,543,514	3,513,825	10,057,339	9,950,072	253,617	145,040	398,657	12,859.9	20,276.9
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	526	8,453	104,722	51,848	156,570	5,839,925	2,900,286	8,740,211	258,813	340,989	170,771	511,760	16,508.4	17,621.4
1.6	HUMAN DEVELOPMENT	439	2,342	52,394	9,652	62,046	529,362	176,634	705,996		20,334	8,045	28,379	915.5	1,423.4
1.7	PERSONAL INTEREST	1,699	4,924	85,043	19,803	104,846	664,341	257,237	921,578		9,595	4,868	14,463	466.5	1,858.0
1.0	TOTAL	22,266	99,380	1,303,398	570,522	1,873,920	67,367,126	29,718,972	97,086,098	40,811,972	3,522,575	1,587,080	5,109,655	164,828	195,738

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS162.xls)

Alpena Community College

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	1,415	1,263	2,678

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	170	526	4,138	3,763	7,901	242,472	208,776	451,248	9,424	13,635	12,169	25,804	832.4	909.8
1.2	BUSINESS & HUMAN SERVICES	98	202	1,662	1,232	2,894	81,124	60,480	141,604	138,340	4,506	3,364	7,870	253.9	285.5
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	96	143	836	1,031	1,867	62,104	65,039	127,143	127,143	2,689	2,915	5,604	180.8	256.3
1.4	HEALTH OCCUPATIONS	31	77	636	259	895	33,248	14,968	48,216	48,216	1,263	557	1,820	58.7	97.2
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	8	42	263	219	482	16,080	12,352	28,432	0	802	617	1,419	45.8	57.3
1.6	HUMAN DEVELOPMENT	0	0	0	0	0	0	0	0		0	0	0	0.0	0.0
1.7	PERSONAL INTEREST	0	0	0	0	0	0	0	0		0	0	0	0.0	0.0
1.0	TOTAL	403	990	7,535	6,504	14,039	435,028	361,615	796,643	323,123	22,895	19,622	42,517	1,371.6	1,606.1

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS262.xls)

Bay de Noc Community College

UNDUPLICATED	IN-DISTRICT	OUT-DISTRICT	TOTAL
HEADCOUNT=====>	2,453	2,672	5,125

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPATIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN-DISTRICT	OUT-DISTRICT	TOTAL	IN-DISTRICT	OUT-DISTRICT	TOTAL		IN-DISTRICT	OUT-DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	128	525	4,260	4,184	8,444	246,176	245,136	491,312	33,872	25,786	26,649	52,435	1,691.5	990.5
1.2	BUSINESS & HUMAN SERVICES	136	361	2,503	2,366	4,869	109,689	108,302	217,991	214,612	46	40	86	2.8	439.5
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	78	114	635	507	1,142	44,341	33,939	78,280	68,756	3,182	1,163	4,345	140.2	157.8
1.4	HEALTH OCCUPATIONS	38	166	1,100	1,533	2,633	68,195	90,567	158,762	125,414	486	1,016	1,502	48.5	320.1
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	9	86	608	664	1,272	37,136	40,400	77,536	1,088	2,283	2,495	4,778	154.1	156.3
1.6	HUMAN DEVELOPMENT	1	1	12	2	14	115	19	134		7	1	8	0.3	0.3
1.7	PERSONAL INTEREST	4	25	154	132	286	2,494	1,946	4,440		152	122	274	8.8	9.0
1.0	TOTAL	394	1,278	9,272	9,388	18,660	508,146	520,309	1,028,455	443,742	31,942	31,486	63,428	2,046.2	2,073.5

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS462.xls)

Delta College

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	15,388	3,081	18,469

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	343	2,428	37,823	7,002	44,825	2,201,858	402,281	2,604,139	368,383	114,940	21,167	136,107	4,390.5	5,250.3
1.2	BUSINESS & HUMAN SERVICES	334	1,302	16,249	4,170	20,419	757,718	156,586	914,304	908,143	40,742	6,972	47,714	1,539.2	1,843.4
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	271	700	6,355	1,187	7,542	283,006	67,311	350,317	348,931	12,783	3,473	16,256	524.4	706.3
1.4	HEALTH OCCUPATIONS	217	565	6,234	1,181	7,415	344,907	60,896	405,803	405,506	14,151	2,331	16,482	531.7	818.2
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	14	433	6,494	1,042	7,536	291,734	46,151	337,885	0	17,604	2,797	20,401	658.1	681.2
1.6	HUMAN DEVELOPMENT	21	95	1,303	320	1,623	31,368	7,845	39,213		1,829	449	2,278	73.5	79.1
1.7	PERSONAL INTEREST	27	51	566	82	648	4,944	701	5,645		54	6	60	1.9	11.4
1.0	TOTAL	1,227	5,574	75,024	14,984	90,008	3,915,535	741,771	4,657,306	2,030,963	202,103	37,195	239,298	7,719.3	9,389.9

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS562.xls)

Glen Oaks Community College

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	1,637	375	2,012

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	96	294	3,906	815	4,721	235,298	47,972	283,270	7,855	13,030	2,629	15,659	505.1	571.1
1.2	BUSINESS & HUMAN SERVICES	84	200	1,600	301	1,901	86,287	15,992	102,279	79,767	5,176	958	6,134	197.9	206.2
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	40	98	383	256	639	27,691	31,918	59,609	59,609	1,282	1,856	3,138	101.2	120.2
1.4	HEALTH OCCUPATIONS	39	81	998	264	1,262	89,627	24,971	114,598	89,069	3,602	923	4,525	146.0	231.0
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	7	42	433	95	528	28,493	6,182	34,675	0	1,696	368	2,064	66.6	69.9
1.6	HUMAN DEVELOPMENT	1	1	3	0	3	5	0	5		0	0	0	0.0	0.0
1.7	PERSONAL INTEREST	13	14	121	6	127	763	39	802		0	0	0	0.0	1.6
1.0	TOTAL	280	730	7,444	1,737	9,181	468,164	127,074	595,238	236,300	24,786	6,734	31,520	1,016.8	1,200.0

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS662.xls)

Gogebic Community College

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	544	1,024	1,568

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	116	226	1,826	3,000	4,826	94,372	153,530	247,902	14,848	5,392	8,618	14,010	451.9	499.8
1.2	BUSINESS & HUMAN SERVICES	103	160	639	1,433	2,072	34,560	70,682	105,242	105,212	1,716	3,866	5,582	180.1	212.2
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	67	72	217	626	843	15,376	38,432	53,808	53,808	671	1,729	2,400	77.4	108.5
1.4	HEALTH OCCUPATIONS	38	100	535	1,557	2,092	24,952	70,882	95,834	95,834	987	2,774	3,761	121.3	193.2
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	4	9	42	97	139	2,480	5,504	7,984	0	155	344	499	16.1	16.1
1.6	HUMAN DEVELOPMENT	3	17	144	273	417	2,592	4,608	7,200		162	288	450	14.5	14.5
1.7	PERSONAL INTEREST	6	12	177	24	201	2,634	416	3,050		0	0	0	0.0	6.1
1.0	TOTAL	337	596	3,580	7,010	10,590	176,966	344,054	521,020	269,702	9,083	17,619	26,702	861.3	1,050.4

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS762.xls)

Grand Rapids Community College

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	19,073	6,089	25,162

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	364	3,355	55,881	17,273	73,154	2,764,627	857,827	3,622,454	168,384	157,889	49,637	207,526	6,694.4	7,303.3
1.2	BUSINESS & HUMAN SERVICES	199	1,136	19,320	5,568	24,888	1,014,880	284,984	1,299,864	1,203,192	52,223	16,307	68,530	2,210.6	2,620.7
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	166	516	3,427	1,947	5,374	221,745	101,724	323,469	323,021	8,804	4,124	12,928	417.0	652.2
1.4	HEALTH OCCUPATIONS	101	743	10,131	2,732	12,863	473,064	126,000	599,064	592,696	19,786	5,347	25,133	810.7	1,207.8
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	28	633	10,878	2,748	13,626	600,032	155,392	755,424	11,040	33,957	9,014	42,971	1,386.2	1,523.0
1.6	HUMAN DEVELOPMENT	1	14	229	79	308	10,992	3,792	14,784		687	237	924	29.8	29.8
1.7	PERSONAL INTEREST	0	0	0	0	0	0	0	0		0	0	0	0.0	0.0
1.0	TOTAL	859	6,397	99,866	30,347	130,213	5,085,340	1,529,719	6,615,059	2,298,333	273,346	84,666	358,012	11,548.7	13,336.8

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS862.xls)

Henry Ford Community College

UNDUPLICATED	IN-DISTRICT	OUT-DISTRICT	TOTAL
HEADCOUNT=====>	7,272	21,233	28,505

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPATIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN-DISTRICT	OUT-DISTRICT	TOTAL	IN-DISTRICT	OUT-DISTRICT	TOTAL		IN-DISTRICT	OUT-DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	292	2,930	18,640	45,080	63,720	1,043,688	2,378,699	3,422,387	276,669	62,281	142,274	204,555	6,598.5	6,900.0
1.2	BUSINESS & HUMAN SERVICES	204	1,214	5,311	18,590	23,901	267,463	925,773	1,193,236	1,134,542	16,561	56,929	73,490	2,370.6	2,405.7
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	205	446	867	4,762	5,629	50,174	251,028	301,202	296,465	2,612	13,890	16,502	532.3	607.3
1.4	HEALTH OCCUPATIONS	128	623	3,410	9,481	12,891	262,009	700,720	962,729	953,046	12,198	34,011	46,209	1,490.6	1,941.0
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	35	890	2,874	13,680	16,554	181,738	726,346	908,084	0	9,578	43,978	53,556	1,727.6	1,830.8
1.6	HUMAN DEVELOPMENT	29	82	219	1,107	1,326	3,769	20,031	23,800		190	1,005	1,195	38.5	48.0
1.7	PERSONAL INTEREST	79	519	1,459	3,761	5,220	6,182	14,271	20,453		0	0	0	0.0	41.2
1.0	TOTAL	972	6,704	32,780	96,461	129,241	1,815,023	5,016,868	6,831,891	2,660,722	103,420	292,087	395,507	12,758.1	13,774.0

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS1062.xls)

Jackson Community College

UNDUPLICATED	IN-DISTRICT	OUT-DISTRICT	TOTAL
HEADCOUNT=====>	5,018	4,840	9,858

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPATIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN-DISTRICT	OUT-DISTRICT	TOTAL	IN-DISTRICT	OUT-DISTRICT	TOTAL		IN-DISTRICT	OUT-DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	151	1,214	12,822	10,529	23,351	730,842	588,626	1,319,468	23,655	41,359	35,407	76,766	2,476.3	2,660.2
1.2	BUSINESS & HUMAN SERVICES	121	492	3,333	4,151	7,484	166,464	205,556	372,020	372,020	9,728	12,351	22,079	712.2	750.0
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	61	124	596	580	1,176	40,266	38,635	78,901	78,901	1,739	2,334	4,073	131.4	159.1
1.4	HEALTH OCCUPATIONS	120	560	3,790	4,364	8,154	228,973	259,952	488,925	488,925	10,736	15,680	26,416	852.1	985.7
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	15	393	3,465	3,482	6,947	189,344	186,801	376,145	0	11,446	11,298	22,744	733.7	758.4
1.6	HUMAN DEVELOPMENT	5	10	43	27	70	1,913	1,282	3,195		115	65	180	5.8	6.4
1.7	PERSONAL INTEREST	20	57	481	136	617	0	0	0		0	0	0	0.0	0.0
1.0	TOTAL	493	2,850	24,530	23,269	47,799	1,357,802	1,280,852	2,638,654	963,501	75,123	77,135	152,258	4,911.5	5,319.8

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS1162.xls)

Kalamazoo Valley Community College

UNDUPLICATED HEADCOUNT=====>	IN- DISTRICT	OUT- DISTRICT	TOTAL
	12,863	3,938	16,801

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	241	1,696	36,067	10,321	46,388	1,923,696	550,560	2,474,256	2,474,256	111,741	32,385	144,126	4,649.2	4,988.4
1.2	BUSINESS & HUMAN SERVICES	149	697	12,613	3,906	16,519	734,214	243,558	977,772	977,772	37,212	11,310	48,522	1,565.2	1,971.3
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	102	224	2,884	1,041	3,925	248,580	103,311	351,891	351,891	8,497	2,994	11,491	370.7	709.5
1.4	HEALTH OCCUPATIONS	103	299	4,228	1,496	5,724	296,438	103,810	400,248	400,248	11,160	3,886	15,046	485.4	807.0
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	9	149	2,960	743	3,703	140,256	35,280	175,536	175,536	8,599	2,171	10,770	347.4	353.9
1.6	HUMAN DEVELOPMENT	0	0	0	0	0	0	0	0		0	0	0	0.0	0.0
1.7	PERSONAL INTEREST	0	0	0	0	0	0	0	0		0	0	0	0.0	0.0
1.0	TOTAL	604	3,065	58,752	17,507	76,259	3,343,184	1,036,519	4,379,703	4,379,703	177,209	52,746	229,955	7,417.9	8,830.1

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS1262.xls)

Kellogg Community College

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	7,793	6,778	14,571

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	197	989	13,322	6,851	20,173	731,877	390,046	1,121,923	162,837	41,302	21,521	62,823	2,026.5	2,261.9
1.2	BUSINESS & HUMAN SERVICES	246	771	7,543	6,078	13,621	374,237	227,382	601,619	594,720	20,900	12,674	33,574	1,083.0	1,212.9
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	638	1,610	5,659	3,454	9,113	72,914	40,088	113,002	111,473	3,178	1,677	4,855	156.6	227.8
1.4	HEALTH OCCUPATIONS	155	542	3,324	3,226	6,550	159,698	166,162	325,860	323,592	7,255	7,495	14,750	475.8	657.0
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	23	230	3,017	1,135	4,152	154,453	62,622	217,075	101	9,259	3,678	12,937	417.3	437.7
1.6	HUMAN DEVELOPMENT	11	13	92	82	174	3,627	3,378	7,005		206	195	401	12.9	14.1
1.7	PERSONAL INTEREST	159	463	1,508	1,062	2,570	19,377	12,900	32,277		57	34	91	2.9	65.1
1.0	TOTAL	1,429	4,618	34,465	21,888	56,353	1,516,183	902,578	2,418,761	1,192,723	82,157	47,274	129,431	4,175.0	4,876.5

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS1362.xls)

Kirtland Community College

UNDUPLICATED	IN-DISTRICT	OUT-DISTRICT	TOTAL
HEADCOUNT=====>	1,810	1,176	2,986

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPATIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN-DISTRICT	OUT-DISTRICT	TOTAL	IN-DISTRICT	OUT-DISTRICT	TOTAL		IN-DISTRICT	OUT-DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	151	252	3,882	1,437	5,319	210,856	77,216	288,072	33,352	11,953	4,354	16,307	526.0	580.8
1.2	BUSINESS & HUMAN SERVICES	176	189	1,902	987	2,889	92,149	51,379	143,528	142,856	4,736	2,007	6,743	217.5	289.4
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	310	402	1,956	2,256	4,212	35,838	28,205	64,043	61,553	1,530	1,166	2,696	87.0	129.1
1.4	HEALTH OCCUPATIONS	61	144	1,902	1,532	3,434	112,239	92,998	205,237	197,860	4,588	3,836	8,424	271.7	413.8
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	14	51	920	444	1,364	42,616	20,576	63,192	912	2,655	1,272	3,927	126.7	127.4
1.6	HUMAN DEVELOPMENT	6	6	45	4	49	312	12	324		20	6	26	0.8	0.7
1.7	PERSONAL INTEREST	3	3	36	0	36	108	0	108		0	0	0	0.0	0.2
1.0	TOTAL	721	1,047	10,643	6,660	17,303	494,118	270,386	764,504	436,533	25,482	12,641	38,123	1,229.7	1,541.4

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS1462.xls)

Lake Michigan College

UNDUPLICATED	IN-DISTRICT	OUT-DISTRICT	TOTAL
HEADCOUNT=====>	5,672	1,497	7,169

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPATIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN-DISTRICT	OUT-DISTRICT	TOTAL	IN-DISTRICT	OUT-DISTRICT	TOTAL		IN-DISTRICT	OUT-DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	202	1,132	12,234	3,073	15,307	731,976	186,387	918,363	0	36,324	9,125	45,449	1,466.1	1,851.5
1.2	BUSINESS & HUMAN SERVICES	118	413	3,536	952	4,488	172,227	43,408	215,635	215,634	9,218	2,349	11,567	373.1	434.7
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	84	159	1,066	165	1,231	67,567	10,334	77,901	77,901	3,208	520	3,728	120.3	157.1
1.4	HEALTH OCCUPATIONS	99	309	2,886	1,185	4,071	276,430	116,967	393,397	393,397	6,607	2,683	9,290	299.7	793.1
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	18	193	2,262	532	2,794	149,150	34,927	184,077	0	8,568	1,974	10,542	340.1	371.1
1.6	HUMAN DEVELOPMENT	20	110	1,010	307	1,317	22,568	7,622	30,190		1,318	452	1,770	57.1	60.9
1.7	PERSONAL INTEREST	61	112	850	177	1,027	14,365	2,500	16,865		1,339	218	1,557	50.2	34.0
1.0	TOTAL	602	2,428	23,844	6,391	30,235	1,434,283	402,145	1,836,428	686,932	66,582	17,321	83,903	2,706.6	3,702.4

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS1562.xls)

Lansing Community College

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	19,052	11,990	31,042

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	417	3,003	40,543	22,184	62,727	2,432,820	1,372,837	3,805,657	536,950	135,535	77,717	213,252	6,879.1	7,672.7
1.2	BUSINESS & HUMAN SERVICES	384	1,573	18,651	9,768	28,419	927,967	493,872	1,421,839	1,364,692	52,931	27,711	80,642	2,601.4	2,866.6
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	303	690	4,574	3,318	7,892	320,998	236,270	557,268	543,112	14,287	10,361	24,648	795.1	1,123.5
1.4	HEALTH OCCUPATIONS	164	508	6,461	3,449	9,910	525,478	225,438	750,916	748,171	20,728	9,318	30,046	969.2	1,513.9
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	55	893	8,921	4,675	13,596	585,296	290,512	875,808	0	36,369	16,638	53,007	1,709.9	1,765.7
1.6	HUMAN DEVELOPMENT	18	182	2,146	948	3,094	68,272	30,800	99,072		4,267	1,925	6,192	199.7	199.7
1.7	PERSONAL INTEREST	17	234	1,816	929	2,745	30,494	15,356	45,850		1,599	804	2,403	77.5	92.4
1.0	TOTAL	1,358	7,083	83,112	45,271	128,383	4,891,325	2,665,085	7,556,410	3,192,925	265,716	144,474	410,190	13,231.9	15,234.5

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS1662.xls)

Macomb Community College

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	31,922	12,062	43,984

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	333	3,546	73,628	12,535	86,163	5,096,925	798,929	5,895,854	341,597	259,238	41,200	300,438	9,691.5	11,886.8
1.2	BUSINESS & HUMAN SERVICES	624	2,275	30,616	10,612	41,228	1,934,935	413,736	2,348,671	2,307,481	98,535	21,490	120,025	3,871.8	4,735.2
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	288	810	6,619	3,478	10,097	398,763	138,126	536,889	536,889	17,529	6,516	24,045	775.6	1,082.4
1.4	HEALTH OCCUPATIONS	202	595	7,637	2,142	9,779	527,993	136,806	664,799	664,733	18,130	4,656	22,786	735.0	1,340.3
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	34	475	7,778	1,780	9,558	353,557	82,350	435,907	0	18,859	4,454	23,313	752.0	878.8
1.6	HUMAN DEVELOPMENT	22	101	1,700	476	2,176	55,734	11,596	67,330		3,105	652	3,757	121.2	135.7
1.7	PERSONAL INTEREST	43	74	155	789	944	3,197	19,314	22,511		199	1,203	1,402	45.2	45.4
1.0	TOTAL	1,546	7,876	128,133	31,812	159,945	8,371,104	1,600,857	9,971,961	3,850,700	415,595	80,171	495,766	15,992.3	20,104.6

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS1762.xls)

Mid Michigan Community College

UNDUPLICATED	IN-DISTRICT	OUT-DISTRICT	TOTAL
HEADCOUNT=====>	2,195	4,810	7,005

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPATIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN-DISTRICT	OUT-DISTRICT	TOTAL	IN-DISTRICT	OUT-DISTRICT	TOTAL		IN-DISTRICT	OUT-DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	147	813	4,922	12,038	16,960	257,948	635,993	893,941	129,593	15,134	37,114	52,248	1,685.4	1,802.3
1.2	BUSINESS & HUMAN SERVICES	102	338	2,003	4,112	6,115	131,434	263,054	394,488	394,487	6,252	12,903	19,155	617.9	795.3
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	75	197	733	752	1,485	54,078	38,443	92,521	92,521	2,420	1,645	4,065	131.1	186.5
1.4	HEALTH OCCUPATIONS	82	278	1,645	2,818	4,463	137,086	231,395	368,481	355,611	5,242	8,326	13,568	437.7	742.9
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	20	178	1,219	2,193	3,412	59,045	108,545	167,590	54,747	3,447	6,426	9,873	318.5	337.9
1.6	HUMAN DEVELOPMENT	3	3	0	44	44	0	345	345		0	0	0	0.0	0.7
1.7	PERSONAL INTEREST	0	0	0	0	0	0	0	0		0	0	0	0.0	0.0
1.0	TOTAL	429	1,807	10,522	21,957	32,479	639,591	1,277,775	1,917,366	1,026,959	32,495	66,414	98,909	3,190.6	3,865.6

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS1862.xls)

Monroe County Community College

UNDUPLICATED HEADCOUNT=====>	IN- DISTRICT 6,790	OUT- DISTRICT 1,585	TOTAL 8,375
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ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	171	719	11,889	2,362	14,251	679,932	130,660	810,592	118,895	37,818	7,334	45,152	1,456.5	1,634.3
1.2	BUSINESS & HUMAN SERVICES	166	429	5,651	1,395	7,046	255,234	55,277	310,511	309,711	14,841	3,085	17,926	578.3	626.0
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	92	143	1,192	346	1,538	106,483	30,696	137,179	136,220	4,761	1,300	6,061	195.5	276.6
1.4	HEALTH OCCUPATIONS	59	145	1,877	481	2,358	161,653	36,104	197,757	197,757	6,177	1,401	7,578	244.5	398.7
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	7	77	1,388	377	1,765	81,608	21,240	102,848	0	4,888	1,287	6,175	199.2	207.4
1.6	HUMAN DEVELOPMENT	14	38	272	30	302	1,357	127	1,484		0	0	0	0.0	3.0
1.7	PERSONAL INTEREST	73	215	1,611	91	1,702	17,439	882	18,321		0	0	0	0.0	36.9
1.0	TOTAL	582	1,766	23,880	5,082	28,962	1,303,706	274,986	1,578,692	762,583	68,485	14,407	82,892	2,674.0	3,182.9

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS1962.xls)

Montcalm Community College

UNDULICATED HEADCOUNT=====>	IN- DISTRICT	OUT- DISTRICT	TOTAL
	3,023	1,295	4,318

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	153	497	5,323	1,847	7,170	294,634	104,521	399,155	6,656	16,198	5,785	21,983	709.1	804.7
1.2	BUSINESS & HUMAN SERVICES	122	275	2,289	954	3,243	98,179	38,118	136,297	133,289	5,535	2,204	7,739	249.6	274.8
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	76	114	482	165	647	27,142	8,594	35,736	35,736	1,265	427	1,692	54.6	72.0
1.4	HEALTH OCCUPATIONS	50	130	1,190	663	1,853	76,275	43,748	120,023	117,623	3,431	1,962	5,393	174.0	242.0
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	18	57	663	255	918	23,497	8,704	32,201	0	1,459	541	2,000	64.5	64.9
1.6	HUMAN DEVELOPMENT	5	5	23	15	38	75	68	143		0	0	0	0.0	0.3
1.7	PERSONAL INTEREST	14	5	115	36	151	365	101	466		0	0	0	0.0	0.9
1.0	TOTAL	438	1,083	10,085	3,935	14,020	520,167	203,854	724,021	293,304	27,888	10,919	38,807	1,251.8	1,459.6

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS362.xls)

Mott Community College

UNDULICATED	IN- DISTRICT	OUT- DISTRICT	TOTAL
HEADCOUNT=====>	16,316	4,227	20,543

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	298	1,934	33,579	7,616	41,195	1,767,172	379,186	2,146,358	102,444	93,107	19,805	112,912	3,642.3	4,327.3
1.2	BUSINESS & HUMAN SERVICES	408	1,288	19,098	3,660	22,758	1,119,228	180,712	1,299,940	1,291,446	59,649	9,922	69,571	2,244.2	2,620.8
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	170	419	4,085	1,016	5,101	339,464	57,998	397,462	397,461	9,796	1,585	11,381	367.1	801.3
1.4	HEALTH OCCUPATIONS	178	654	7,324	1,828	9,152	379,018	94,570	473,588	472,817	12,421	3,137	15,558	501.9	954.8
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	30	660	8,444	1,395	9,839	510,589	80,412	591,001	15,360	27,749	4,344	32,093	1,035.3	1,191.5
1.6	HUMAN DEVELOPMENT	9	58	726	219	945	20,403	6,039	26,442		650	180	830	26.8	53.3
1.7	PERSONAL INTEREST	43	60	483	133	616	1,705	741	2,446		0	0	0	0.0	4.9
1.0	TOTAL	1,136	5,073	73,739	15,867	89,606	4,137,579	799,658	4,937,237	2,279,528	203,372	38,973	242,345	7,817.6	9,953.9

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS2062.xls)

Muskegon Community College

UNDUPLICATED	IN-DISTRICT	OUT-DISTRICT	TOTAL
HEADCOUNT=====>	5,670	2,492	8,162

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPATIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN-DISTRICT	OUT-DISTRICT	TOTAL	IN-DISTRICT	OUT-DISTRICT	TOTAL		IN-DISTRICT	OUT-DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	249	1,257	14,269	6,260	20,529	791,461	346,436	1,137,897	34,188	43,317	18,783	62,100	2,003.2	2,294.1
1.2	BUSINESS & HUMAN SERVICES	157	648	5,528	1,988	7,516	259,902	96,196	356,098	340,093	14,747	5,416	20,163	650.4	717.9
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	82	231	1,428	443	1,871	121,531	35,585	157,116	149,335	4,239	1,283	5,522	178.1	316.8
1.4	HEALTH OCCUPATIONS	53	102	1,718	897	2,615	132,974	58,724	191,698	189,849	5,168	2,321	7,489	241.6	386.5
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	32	237	2,592	838	3,430	106,675	33,839	140,514	0	5,897	1,774	7,671	247.5	283.3
1.6	HUMAN DEVELOPMENT	3	21	159	17	176	2,480	208	2,688		0	0	0	0.0	5.4
1.7	PERSONAL INTEREST	11	12	54	21	75	759	215	974		44	10	54	1.7	2.0
1.0	TOTAL	587	2,508	25,748	10,464	36,212	1,415,782	571,203	1,986,985	713,465	73,412	29,587	102,999	3,322.5	4,006.0

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS2162.xls)

North Central Michigan Community Colle

UNDUPLICATED HEADCOUNT=====>	IN- DISTRICT 1,975	OUT- DISTRICT 2,568	TOTAL 4,543
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ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	179	614	4,341	6,325	10,666	232,098	354,207	586,305	9,905	11,245	18,576	29,821	962.0	1,182.1
1.2	BUSINESS & HUMAN SERVICES	144	364	775	2,772	3,547	69,722	139,417	209,139	203,911	3,740	7,558	11,298	364.5	421.7
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	9	11	58	36	94	3,010	1,813	4,823	4,822	165	103	268	8.6	9.7
1.4	HEALTH OCCUPATIONS	35	89	466	762	1,228	50,239	72,160	122,399	122,047	1,827	2,688	4,515	145.6	246.8
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	5	61	297	664	961	14,467	32,648	47,115	0	822	1,855	2,677	86.4	95.0
1.6	HUMAN DEVELOPMENT	7	42	197	344	541	6,007	15,242	21,249		320	851	1,171	37.8	42.8
1.7	PERSONAL INTEREST	0	0	0	0	0	0	0	0		0	0	0	0.0	0.0
1.0	TOTAL	379	1,181	6,134	10,903	17,037	375,543	615,487	991,030	340,685	18,119	31,631	49,750	1,604.9	1,998.1

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS2262.xls)

Northwestern Michigan College

UNDUPLICATED HEADCOUNT=====>	IN- DISTRICT 8,861	OUT- DISTRICT 5,250	TOTAL 14,111
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ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	398	1,259	12,706	9,205	21,911	663,709	491,408	1,155,117	72,841	35,267	26,832	62,099	2,003.2	2,328.9
1.2	BUSINESS & HUMAN SERVICES	278	706	5,539	4,001	9,540	224,340	198,599	422,939	422,357	11,811	9,936	21,747	701.5	852.7
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	172	307	1,202	2,109	3,311	83,040	119,236	202,276	202,276	3,233	5,303	8,536	275.4	407.8
1.4	HEALTH OCCUPATIONS	40	141	1,068	715	1,783	89,156	56,406	145,562	145,544	2,634	1,780	4,414	142.4	293.5
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	17	174	1,689	1,588	3,277	94,959	87,949	182,908	29	5,257	4,976	10,233	330.1	368.8
1.6	HUMAN DEVELOPMENT	33	101	508	211	719	7,741	4,623	12,364		191	211	402	13.0	24.9
1.7	PERSONAL INTEREST	350	516	5,351	1,450	6,801	57,050	12,605	69,655		0	0	0	0.0	140.4
1.0	TOTAL	1,288	3,204	28,063	19,279	47,342	1,219,995	970,826	2,190,821	843,047	58,393	49,038	107,431	3,465.6	4,417.0

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS2362.xls)

Oakland Community College

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	38,110	11,468	49,578

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	316	4,250	89,633	21,800	111,433	5,110,629	1,189,684	6,300,313	264,221	281,690	65,802	347,492	11,209.4	12,702.2
1.2	BUSINESS & HUMAN SERVICES	446	1,993	30,700	9,386	40,086	1,757,601	467,291	2,224,892	2,145,061	97,213	23,525	120,738	3,894.8	4,485.7
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	218	499	5,108	1,493	6,601	341,533	79,147	420,680	420,680	16,865	3,277	20,142	649.7	848.1
1.4	HEALTH OCCUPATIONS	153	574	9,867	2,353	12,220	783,036	182,037	965,073	965,073	32,610	7,466	40,076	1,292.8	1,945.7
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	26	892	12,500	5,220	17,720	878,706	361,519	1,240,225	0	50,396	20,660	71,056	2,292.1	2,500.5
1.6	HUMAN DEVELOPMENT	0	0	0	0	0	0	0	0		0	0	0	0.0	0.0
1.7	PERSONAL INTEREST	15	156	2,956	1,328	4,284	94,203	39,532	133,735		5,266	1,934	7,200	232.3	269.6
1.0	TOTAL	1,174	8,364	150,764	41,580	192,344	8,965,708	2,319,210	11,284,918	3,795,035	484,040	122,664	606,704	19,571.1	22,751.8

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS2462.xls)

St. Clair County Community College

	IN-	OUT-	
UNDUPLICATED	DISTRICT	DISTRICT	TOTAL
HEADCOUNT=====>	6,010	1,511	7,521

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	196	832	13,564	2,275	15,839	788,549	131,328	919,877	77,084	46,578	7,879	54,457	1,756.7	1,854.6
1.2	BUSINESS & HUMAN SERVICES	200	463	5,327	909	6,236	333,287	46,468	379,755	379,147	20,288	2,854	23,142	746.5	765.6
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	101	185	1,386	384	1,770	78,667	14,720	93,387	93,387	3,291	688	3,979	128.4	188.3
1.4	HEALTH OCCUPATIONS	73	323	3,888	1,951	5,839	238,277	117,129	355,406	354,434	9,992	4,857	14,849	479.0	716.5
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	13	111	2,012	273	2,285	71,181	12,183	83,364	0	4,322	737	5,059	163.2	168.1
1.6	HUMAN DEVELOPMENT	7	35	473	93	566	10,849	1,888	12,737		574	82	656	21.2	25.7
1.7	PERSONAL INTEREST	0	0	0	0	0	0	0	0		0	0	0	0.0	0.0
1.0	TOTAL	590	1,949	26,650	5,885	32,535	1,520,810	323,716	1,844,526	904,052	85,045	17,097	102,142	3,295.0	3,718.8

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS2562.xls)

Schoolcraft College

UNDUPLICATED	IN-DISTRICT	OUT-DISTRICT	TOTAL
HEADCOUNT=====>	15,569	18,632	34,201

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPATIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN-DISTRICT	OUT-DISTRICT	TOTAL	IN-DISTRICT	OUT-DISTRICT	TOTAL		IN-DISTRICT	OUT-DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	311	2,317	30,287	22,318	52,605	1,755,042	1,209,532	2,964,574	374,421	99,560	68,944	168,504	5,435.6	5,977.0
1.2	BUSINESS & HUMAN SERVICES	370	1,403	11,990	14,180	26,170	599,580	681,876	1,281,456	1,270,279	34,855	37,443	72,298	2,332.2	2,583.6
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	66	168	953	976	1,929	61,911	70,989	132,900	117,824	3,030	3,121	6,151	198.4	267.9
1.4	HEALTH OCCUPATIONS	47	144	1,530	1,234	2,764	171,814	125,472	297,286	297,206	7,122	5,426	12,548	404.8	599.4
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	23	241	2,615	2,983	5,598	162,760	180,620	343,380	0	9,713	10,880	20,593	664.3	692.3
1.6	HUMAN DEVELOPMENT	32	84	629	758	1,387	14,104	16,253	30,357		641	593	1,234	39.8	61.2
1.7	PERSONAL INTEREST	321	678	6,313	5,426	11,739	98,679	88,224	186,903		0	0	0	0.0	376.8
1.0	TOTAL	1,170	5,035	54,317	47,875	102,192	2,863,890	2,372,966	5,236,856	2,059,730	154,921	126,407	281,328	9,075.1	10,558.2

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS2662.xls)

Southwestern Michigan College

UNDUPLICATED HEADCOUNT=====>	IN- DISTRICT 1,609	OUT- DISTRICT 2,321	TOTAL 3,930
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ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	196	702	4,166	6,082	10,248	242,400	353,360	595,760	13,556	12,739	18,296	31,035	1,001.1	1,201.1
1.2	BUSINESS & HUMAN SERVICES	126	347	1,835	2,326	4,161	105,622	134,444	240,066	227,558	5,234	6,532	11,766	379.5	484.0
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	90	143	450	747	1,197	35,015	52,700	87,715	87,715	1,383	2,079	3,462	111.7	176.8
1.4	HEALTH OCCUPATIONS	57	181	903	1,189	2,092	57,759	79,954	137,713	137,713	2,346	3,246	5,592	180.4	277.6
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	11	154	940	1,880	2,820	53,784	107,336	161,120	0	3,070	6,089	9,159	295.5	324.8
1.6	HUMAN DEVELOPMENT	8	22	186	176	362	7,590	7,765	15,355		408	446	854	27.5	31.0
1.7	PERSONAL INTEREST	40	89	188	259	447	3,959	5,899	9,858		236	351	587	18.9	19.9
1.0	TOTAL	528	1,638	8,668	12,659	21,327	506,129	741,458	1,247,587	466,542	25,416	37,039	62,455	2,014.6	2,515.2

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS2762.xls)

Washtenaw Community College

UNDUPLICATED	IN-DISTRICT	OUT-DISTRICT	TOTAL
HEADCOUNT=====>	14,084	8,159	22,243

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPATIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN-DISTRICT	OUT-DISTRICT	TOTAL	IN-DISTRICT	OUT-DISTRICT	TOTAL		IN-DISTRICT	OUT-DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	256	2,139	38,041	18,144	56,185	2,051,885	957,078	3,008,963	165,661	110,808	52,627	163,435	5,272.1	6,066.5
1.2	BUSINESS & HUMAN SERVICES	392	1,203	13,320	7,685	21,005	690,174	327,699	1,017,873	1,017,759	34,531	16,191	50,722	1,636.2	2,052.2
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	216	457	1,937	4,184	6,121	170,219	199,797	370,016	370,016	6,085	7,628	13,713	442.4	746.0
1.4	HEALTH OCCUPATIONS	109	451	4,882	1,657	6,539	277,703	102,661	380,364	380,363	9,974	3,066	13,040	420.6	766.9
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	27	284	3,924	1,587	5,511	234,886	96,158	331,044	0	15,424	6,283	21,707	700.2	667.4
1.6	HUMAN DEVELOPMENT	56	172	1,472	1,510	2,982	28,641	20,398	49,039		836	325	1,161	37.5	98.9
1.7	PERSONAL INTEREST	231	561	5,462	1,936	7,398	115,182	30,806	145,988		649	186	835	26.9	294.3
1.0	TOTAL	1,287	5,267	69,038	36,703	105,741	3,568,690	1,734,597	5,303,287	1,933,799	178,307	86,306	264,613	8,535.9	10,692.2

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
OPERATING FUND (ACS2862.xls)

Wayne County Community College Distri

UNDULICATED HEADCOUNT=====>	IN- DISTRICT 69,502	OUT- DISTRICT 5,473	TOTAL 74,975
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ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPA- TIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN- DISTRICT	OUT- DISTRICT	TOTAL	IN- DISTRICT	OUT- DISTRICT	TOTAL		IN- DISTRICT	OUT- DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	138	3,025	62,930	6,339	69,269	3,241,250	326,634	3,567,884	317,741	182,478	18,082	200,560	6,469.7	7,193.3
1.2	BUSINESS & HUMAN SERVICES	300	1,425	22,632	2,856	25,488	972,679	107,816	1,080,495	1,080,495	51,926	4,916	56,842	1,833.6	2,178.4
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	125	235	3,107	383	3,490	194,336	16,480	210,816	210,371	8,919	701	9,620	310.3	425.0
1.4	HEALTH OCCUPATIONS	136	697	9,066	2,106	11,172	482,777	106,344	589,121	588,848	18,908	3,902	22,810	735.8	1,187.7
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	18	763	14,887	1,152	16,039	735,819	57,130	792,949	0	44,241	3,408	47,649	1,537.1	1,598.7
1.6	HUMAN DEVELOPMENT	124	1,129	40,803	2,610	43,413	228,848	12,693	241,541		4,808	82	4,890	157.7	487.0
1.7	PERSONAL INTEREST	151	997	54,502	1,978	56,480	173,784	8,813	182,597		0	0	0	0.0	368.1
1.0	TOTAL	992	8,271	207,927	17,424	225,351	6,029,493	635,910	6,665,403	2,197,455	311,280	31,091	342,371	11,044.2	13,438.2

2011-12 COURSE ENROLLMENT DATA BY INSTRUCTIONAL SUBACTIVITY
 OPERATING FUND (ACS2962.xls)

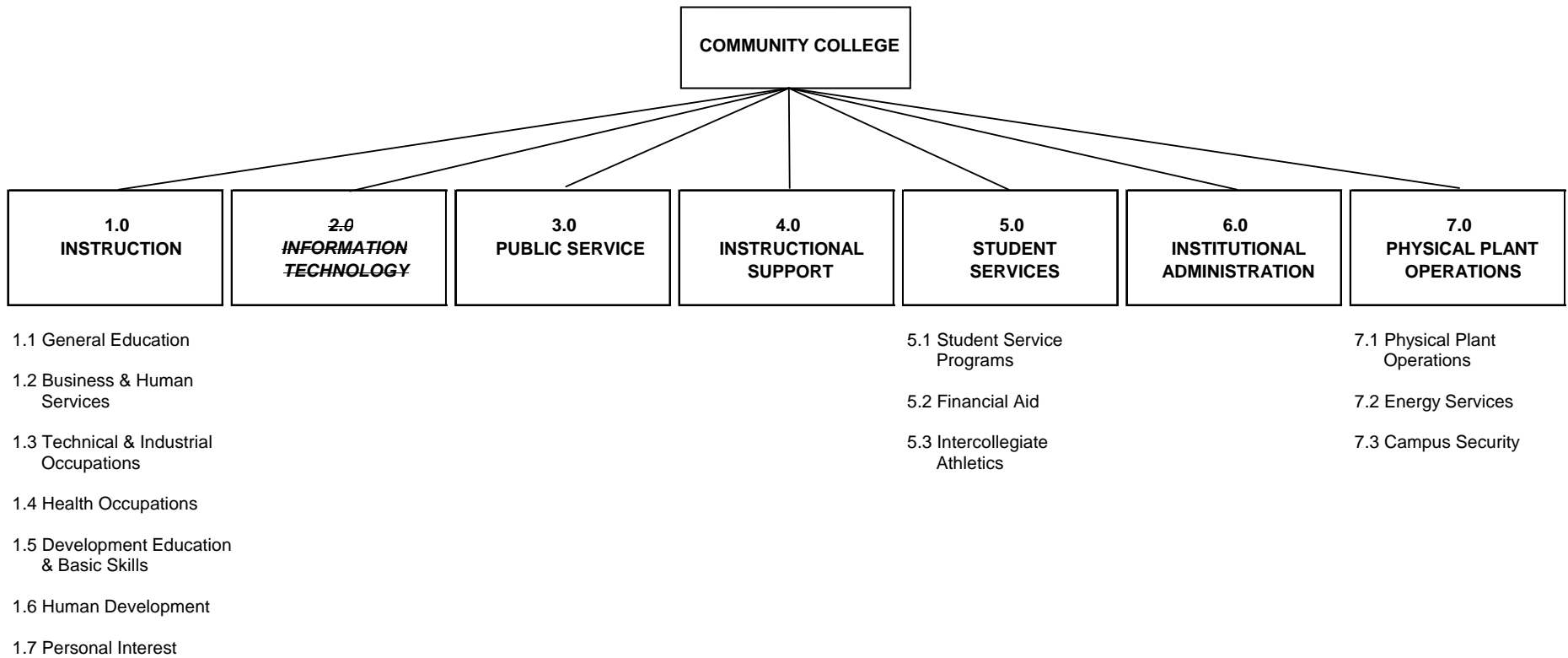
West Shore Community College

UNDUPLICATED	IN-DISTRICT	OUT-DISTRICT	TOTAL
HEADCOUNT=====>	2,013	378	2,391

ACS CODE		# OF COURSES DELIVERED	# OF SECTIONS DELIVERED	DUPLICATED STUDENT HEADCOUNT			STUDENT CONTACT HOURS			OCCUPATIONAL CONTACT HOURS	STUDENT CREDIT HOURS			FYES	CHES
				IN-DISTRICT	OUT-DISTRICT	TOTAL	IN-DISTRICT	OUT-DISTRICT	TOTAL		IN-DISTRICT	OUT-DISTRICT	TOTAL		
1.1	GENERAL EDUCATION	113	292	4,363	542	4,905	240,784	29,840	270,624	0	13,732	1,732	15,464	498.8	545.6
1.2	BUSINESS & HUMAN SERVICES	96	181	1,632	337	1,969	86,720	16,944	103,664	103,664	4,737	969	5,706	184.1	209.0
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	194	345	724	410	1,134	21,600	6,142	27,742	27,742	932	273	1,205	38.9	55.9
1.4	HEALTH OCCUPATIONS	34	64	842	237	1,079	82,496	15,984	98,480	98,480	4,088	949	5,037	162.5	198.5
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	6	45	637	107	744	39,584	6,608	46,192	0	2,474	413	2,887	93.1	93.1
1.6	HUMAN DEVELOPMENT	0	0	0	0	0	0	0	0		0	0	0	0.0	0.0
1.7	PERSONAL INTEREST	18	71	685	47	732	16,658	1,976	18,634		0	0	0	0.0	37.6
1.0	TOTAL	461	998	8,883	1,680	10,563	487,842	77,494	565,336	229,886	25,963	4,336	30,299	977.4	1,139.7

APPENDIX

**MICHIGAN COMMUNITY COLLEGE
ACTIVITIES CLASSIFICATION STRUCTURE (ACS)**



ABBREVIATIONS USED IN TABLES

CHES	Contact Hour Equated Student (496 student contact hours of instruction)
FYES	Fiscal Year Equated Student (31 semester credit hours)
SCOH	Student Contact Hour (50 minutes of instruction)
SCRH	Student Credit Hour

ACTIVITY DEFINITIONS

(1.0) INSTRUCTION

The Instruction Activity includes those activities carried out for the express purpose of eliciting some measure of educational change in a learner or group of learners. "Educational change" is defined to include: (1) the acquisition or improved understanding of some portion of a body of knowledge; (2) the adoption of new or different attitudes; and (3) the acquisition or measured mastery of a skill or set of skills. The activities that may be carried out to elicit these educational changes include both teaching activities and facilitating activities. The instruction activity includes both credit and non-credit instructional offerings.

Course offerings are classified into one sub-activity classification on a course level. The determination of the classification of instructional offerings into the appropriate sub-activity is based on the basic and primary institutional reason for offering the courses. Briefly stated, the Activities Classification Structure recommends defining sub-activities on the basis of an aggregation of groups of courses of similar subject matter rather than on the basis of the aggregation of instructional offerings that can be applied toward a particular degree or certificate, or what is commonly called a program. Thus, the subject matter of any course determines its sub-activity classification.

~~(2.0) INFORMATION TECHNOLOGY (IT)~~

~~The information technology activity includes the technology costs that benefit the institution as a whole and those specifically related to instructional activities as defined in 1.0. This activity consists of the information technology department, the operation of the computing system for the institution, all programs that are purchased and hardware that is maintained by the IT department.~~

The Michigan Workforce Development Agency, Division of Education and Career Success, Community College Services, has eliminated the Information Technology Activity 2.0 from 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.

(3.0) PUBLIC SERVICE

The Public Service Activity includes those activities established to make available to the public the various unique resources and capabilities of the institution for the specific purpose of responding to a community need or solving a community problem. This activity includes the provision of institutional facilities, as well as those services of the faculty and staff that are made available outside the context of the institution's regular instructional program.

(4.0) INSTRUCTIONAL SUPPORT

The Instructional Support Activity includes those activities carried out in direct support of the instructional program. The activities that should be reported in this activity classification include: (1) activities related to the preservation, maintenance, and display of both the stock of knowledge and educational materials; (2) activities that develop and support instruction; and (3) activities directly related to the administration of instructional programs.

(5.0) STUDENT SERVICES

The Student Services Activity includes those activities carried out with the objective of contributing to the emotional and physical well being of the students, as well as to their intellectual, cultural, and social development outside the context of the institution's regular instructional program.

(6.0) INSTITUTIONAL ADMINISTRATION

The Institutional Administration Activity consists of those activities carried out to provide for both the day-to-day functioning and the long-range viability of the institution as an operating organization. The overall objective of the Institutional Administration Activity is to provide for the institution's organizational effectiveness and continuity.

(7.0) PHYSICAL PLANT OPERATIONS

The Physical Plant Operations Activity consists of those activities related to maintaining existing grounds and facilities, providing utility services, planning and designing future plant expansion and modifications, and safety services.

